

BOARD OF COMMISSIONERS OF COOK COUNTY
FINANCE COMMITTEE

Taken Monday, October 21, 2013
at 9:00 a.m.

Cook County Board Room
118 North Clark Street
Room 569
Chicago, Illinois 60602

PRESENT:

CHAIRMAN: MR. JOHN P. DALEY

VICE-CHAIR: MS. DEBORAH SIMS

COMMISSIONERS: MR. JERRY BUTLER
MS. EARLEAN COLLINS
MR. JOHN A. FRITCHEY
MS. BRIDGET GAINER
MR. JESUS G. GARCIA
MS. ELIZABETH ANN DOODY GORMAN
MR. GREGG GOSLIN
MR. STANLEY MOORE
MS. JOAN PATRICIA MURPHY
MR. EDWIN REYES
MR. TIMOTHY O. SCHNEIDER
MR. PETER N. SILVESTRI
MR. ROBERT STEELE
MR. LARRY SUFFREDIN
MR. JEFFREY R. TOBOLSKI

ALSO PRESENT:

MR. MATTHEW B. DeLEON, Secretary
MR. ANTHONY W. LISANTI, Court Reporter

1 **BOARD OF REVIEW**

2 CHAIRMAN DALEY: Before we begin with the
3 Board of Review, I would ask to be entered into the
4 record a letter dated October 18, 2013, from
5 Commissioner Larry Suffredin to the Finance
6 Committee.

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9 words and figures as follows:)

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INSERT #1

LETTER DATED 18 OCTOBER 2013
FROM COMMISSIONER LARRY SUFFREDIN
TO
COMMISSIONER JOHN P. DALEY,
CHAIRMAN, FINANCE COMMITTEE,
COOK COUNTY BOARD OF COMMISSIONERS

1 CHAIRMAN DALEY: Good morning. The Finance
2 Committee of the Cook County Board is now
3 reconvened. We will begin with the Board of Review.
4 The presentation will be given by Commissioner Larry
5 Rogers.

6 MR. ROGERS: Good morning, Chairman Daley,
7 and members of the Finance Committee.

8 For the record, my name is Larry
9 Rogers, Jr. I am the current Chairman of the Cook
10 County Board of Review. I want to thank you for the
11 opportunity to speak on behalf of the Board of
12 Review, and on behalf of my fellow Commissioners,
13 Michael Cabonargi and Dan Patlak.

14 I am glad to report that our staff and
15 members of the President's budget team, led by
16 Andrea Gibson, have worked together in order to
17 develop an agreed plan on an appropriate budget
18 allocation for the Board of Review, in the amount of
19 \$8,233,141. We ask that you support the President's
20 executive budget recommendation for that amount.

21 Such a budget allocation is necessary to
22 allow the Board of Review to continue to serve the
23 homeowners and taxpayers of Cook County, as well as
24 those taxing jurisdictions who rely on an orderly

1 and timely property tax cycle.

2 We believe that funding our agency at
3 the President's recommendation, again at \$8,233,141,
4 is the level of appropriation needed to allow us to
5 complete the current session in a timely fashion,
6 such that the second installment tax bills can be
7 mailed on time for the second year in a row, after
8 thirty-four years of late tax bills.

9 Are there any questions?

10 CHAIRMAN DALEY: Vice Chair Sims.

11 COMMISSIONER SIMS: Thank you.

12 I showed up because I love you. I am
13 the only one here.

14 MR. ROGERS: I didn't want to put that on
15 the record. That is because of the reasonable
16 request, I am sure.

17 COMMISSIONER SIMS: The only thing I have
18 to say is that I know people are really excited in
19 knowing exactly what you do. I have been to several
20 of your outreaches. I think your process of getting
21 people out and coming makes everybody aware. I
22 think they really appreciate you coming out.

23 Good work, and keep up the good work.

24 MR. ROGERS: Thank you very much,

1 Commissioner Sims.

2 Let me commend you also for the great
3 job you do in helping us inform your citizens of the
4 opportunity to appeal, and getting them out so that
5 they can take advantage of the opportunity and are
6 well aware of their right and abilities to challenge
7 any overassessments that they feel they have been
8 subjected to.

9 COMMISSIONER SIMS: And thank your staff.
10 You have some wonderful staff people that come out.
11 They are very accessible and very courteous to the
12 people in trying to help them in this confusing
13 process.

14 MR. ROGERS: Thank you.

15 CHAIRMAN DALEY: Larry, thank you again to
16 you and your fellow Commissioners for the outreach,
17 as Commissioner Sims has mentioned.

18 I mentioned it to you and you said you
19 were going to provide to the Board the number of
20 appeals, and the success rate of the people who
21 appeal, whether it be individually, online, or at
22 the various meetings.

23 MR. ROGERS: Sure -- again, we believe that
24 the access to the opportunity to appeal is the

1 better measure of our success as an agency. But,
2 historically, people have seen success rates. Last
3 year it was around sixty-four percent. In 2011, it
4 was around sixty-one percent; 2010, sixty-seven
5 percent; 2009, seventy-five percent. That is an
6 indication that people are truly benefiting from the
7 opportunity to appeal.

8 CHAIRMAN DALEY: Very good. Thank you very
9 much.

10 MR. ROGERS: Thank you.

11 CHAIRMAN DALEY: Commissioners, we are
12 trying to reach the Bureau of Human Resources to see
13 if they are available. The Assessor is scheduled
14 for 11:00. We are trying to reach him as well as
15 the other departments who are scheduled for today.

16 We will stand in recess to the call of
17 the Chair. We are trying to see if we can move up
18 the current schedule.

19

20 (Brief recess had.)

21

1 **COUNTY ASSESSOR**

2 CHAIRMAN DALEY: The Finance Committee will
3 reconvene. We have the Office of the County
4 Assessor, the Honorable Joseph Berrios.

5 MR. BERRIOS: Good morning, Commissioners.
6 I am happy -- very happy to be here, and I sent
7 every Commissioner a package with my statement, and
8 what the Assessor's Office has done and what we will
9 be doing in the coming year.

10 During the 2010 -- just to compare
11 numbers -- we had a total of 331,798 appeals, of
12 which 281,896 were individuals; which was a twenty-
13 eight percent increase over the 2013 triennial.

14 Of those individuals that came in,
15 approximately seventy percent of them got changes
16 because they were able to come to our office and we
17 were able to sit down and take a look at not only
18 our records, but what they turned in to us. We were
19 able to help those individuals lower their
20 assessments.

21 The other thing the Assessor's Office
22 has done -- we have made a diligent attempt, because
23 of the market and because of what has been going on,
24 the market is starting to come back, but it hasn't

1 come back yet. We made a large effort to make sure
2 that we came as close to the real market values that
3 are out there right now. Those of you who received
4 notices from us saw that the market values and the
5 market evaluations did come down.

6 Our office has been working very hard
7 to make sure that we not only take care of the
8 individual taxpayers here in Cook County, but to
9 make sure that they are served.

10 As you can see, with our current
11 budget, we basically maintained what we had during
12 the last three budget periods. The only large
13 difference we have is that we passed new legislation
14 in Springfield to go after the individuals who
15 commit exemption fraud, whether they take an extra
16 homeowner's exemption, a senior exemption that they
17 are not entitled to, or they take them on multiple
18 properties.

19 During the amnesty period that we have
20 in the bill, as of last week we were over a million
21 dollars that we have already billed individuals, for
22 individuals who had come in and voluntarily told us
23 that they had taken extra exemptions.

24 Just in the short period from June

1 until now, we have had people come in. We have
2 already billed over \$1 million.

3 Starting January 1 we go into the
4 second phase of this process. That would be to go
5 after individuals who had multiple - multiple
6 exemptions. You have read it in the papers. There
7 are individuals out there that have taken five - six
8 - seven - ten exemptions that they are not entitled
9 to. We will be able to go back and go after these
10 individuals for a six-year period. They will pay
11 interest and penalties to the County, which will
12 help pay for the program.

13 All of the monies that will be
14 collected that are tax dollars will go to all of the
15 municipalities, the taxing bodies within that taxing
16 district. They will see an increase in their
17 revenues.

18 The other thing the Assessor's Office
19 has done, which I am very proud of, and I am very
20 proud of all of the people who work with us, is that
21 we have been able to get the tax bills out on time.
22 A lot of the local taxing bodies have been able to
23 not go and get the tax anticipation notes, which
24 cost them more money in the long run. They are

1 saving money.

2 The County is doing a very good job in
3 getting these bills. I have to commend all of the
4 other offices that are involved in the tax process.
5 The one thing that we have all done, we have all
6 come together to make sure that this thing happens.

7 We are the beginning of the process.
8 With us and the Board of Review, we have been able
9 to take our system and make it work better and
10 faster and more efficient so that we can get these
11 bills out on time.

12 I know there was a question last week
13 on the tax fraud, as to the administrative hearings
14 that we may have to have. The one thing I have to
15 tell you, after going through various jurisdictions
16 that go after these tax fraud individuals, they get
17 very few hearings. Generally, the investigators do
18 the job. They put the record together and we will,
19 in turn, let the taxpayer know, show them what is
20 the evidence that we have.

21 I can tell you in Florida and in
22 Michigan their percentage of hearings are less than
23 one percent of all of the individuals they go after.
24 We currently, at the Assessor's Office, have four

1 attorneys that work within the office. If the
2 volume turns out to be higher, then we will use the
3 internal hearing officers for that process. We will
4 not go out to the general public to get people to
5 come in and do this job. We will do it internally.

6 I am very proud of what the Assessor's
7 Office has done, and I am willing to take any
8 questions.

9 CHAIRMAN DALEY: Joe, thank you for
10 clarifying that matter. You will do the
11 investigations on the fraud, and there will be
12 internal attorneys. They will be used or the
13 administrative hearing officers?

14 MR. BERRIOS: Correct.

15 CHAIRMAN DALEY: Just for clarification --
16 I know you have done this at the various meetings
17 and your staff has -- the percentage shows that it
18 has been successful, but the main equation is -- you
19 can bring the assessment, but it is the levies of
20 the various agencies --

21 MR. BERRIOS: That I can't control. I can
22 control what the assessment should be. As I have
23 always said, no one should pay more than their fair
24 share. Their fair share is based on the assessment

1 on that piece of property. I can't control the
2 rates, but I can make sure that the assessment on
3 that property is as close as possible to the real
4 market value. That is what our job is.

5 CHAIRMAN DALEY: Vice Chair Sims.

6 COMMISSIONER SIMS: Thank you, Assessor
7 Berrios, and thank you for the outreach that your
8 office does throughout the community in trying to
9 help people in this time when people are trying to
10 figure out how they can maintain their properties
11 and to get their taxes paid.

12 You go back six years for the people
13 that have fraudulently --

14 MR. BERRIOS: If they have more than two,
15 we can go back six years.

16 COMMISSIONER SIMS: More than two? Go back
17 six years?

18 MR. BERRIOS: If someone made a mistake, if
19 they have got two -- in other words, they made a
20 mistake. They got a condo unit and they have got a
21 home that they live in. We will only go back three
22 years to collect.

23 COMMISSIONER SIMS: If you have someone
24 that says what they owe is more than maybe what

1 their property is worth, or if that is not the
2 instance, what is the procedure?

3 MR. BERRIOS: The lien would go on the
4 property.

5 COMMISSIONER SIMS: Thank you.

6 CHAIRMAN DALEY: Commissioner Gainer.

7 COMMISSIONER GAINER: Hello. I just have a
8 couple of quick comments.

9 One is, I wanted to thank you guys for
10 all of the outreach that you assist us with. We
11 have been running our outreaches through the
12 Alderman's offices. It really helps them kind of
13 coalesce all of that community service that they do
14 there. It has been invaluable. I know people on my
15 staff and people from your staff have been working
16 really well together.

17 I also just wanted to say a quick
18 "thanks" on all of the help you have given us on the
19 Land Bank; all of the data and the research. I want
20 to mention Bob Cruz especially, too. He has been
21 hugely instrumental in helping us come out and move
22 this forward. All of the County agencies have been
23 great, but you guys have been really helpful.

24 I want to say "thank you" for that.

1 MR. BERRIOS: Thank you.

2 CHAIRMAN DALEY: Commissioner Schneider.

3 COMMISSIONER SCHNEIDER: Thank you, Mr.
4 Chairman.

5 Good morning, Assessor Berrios. How
6 are you this morning?

7 MR. BERRIOS: Good morning.

8 COMMISSIONER SCHNEIDER: I also want to
9 echo what Commissioner Gainer has said. Your staff
10 has always been welcomed in all of the townships
11 that we have to do the outreach. It is very
12 important, as you said, that no one is taxed
13 anything more than what is fair.

14 You actually have been outstanding in
15 your outreach, and the people that have come out
16 really know what they are doing, and they are doing
17 an excellent job. You bring enough people out so
18 they can get out and talk to people individually.

19 I, as a Commissioner, appreciate that
20 for my District. Thank you.

21 MR. BERRIOS: Thank you.

22 CHAIRMAN DALEY: Commissioner Garcia.

23 COMMISSIONER GARCIA: Thank you, Mr.
24 Chairman.

1 Assessor Berrios, I also want to
2 express my gratitude to the personnel that has come
3 out to the workshops. They have been professional.
4 They have been very helpful. They have been
5 flexible -- bilingual; very important in my
6 District.

7 I want to thank you for that and I
8 look forward to continuing that relationship.

9 On the tax bills -- do you think we
10 can get accustomed to the tax bills as they have
11 gone out on time -- congratulations -- that that
12 will be the norm moving forward?

13 MR. BERRIOS: Those are my expectations,
14 that that will not change.

15 COMMISSIONER GARCIA: Great. Thank you
16 very much.

17 CHAIRMAN DALEY: Any other questions?

18 Thank you very much, Joe. Good luck.

19 MR. BERRIOS: Thank you.

20 COMMISSIONER SUFFREDIN: Mr. Chairman, I
21 apologize for being late. Can I ask the Assessor
22 one brief question?

23 Is the Budget Director still behind
24 you?

1 CHAIRMAN DALEY: Commissioner Suffredin.

2 COMMISSIONER SUFFREDIN: Joe, you and I
3 talked last week about the Administrative law Judges
4 that you are allowed under Senate Bill 41 that the
5 Governor signed. You indicated your intention is to
6 use staff lawyers within the Assessor's Office so
7 there would be no outside professional expenditures.

8 MR. BERRIOS: Correct.

9 COMMISSIONER SUFFREDIN: Then if, in the
10 future, that doesn't work, you would look at using
11 the ALJ system we created?

12 MR. BERRIOS: Correct.

13 COMMISSIONER SUFFREDIN: I think that
14 answers the question we had asked before.

15 Thank you.

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1 **RECORDER OF DEEDS**

2 CHAIRMAN DALEY: We will now have the
3 Office of the Recorder of Deeds, the Honorable Karen
4 Yarbrough.

5 MS. YARBROUGH: Thank you, Mr. Chairman,
6 and to President Preckwinkle, in her absence,
7 Chairman Daley and the County Commissioners.

8 I appreciate the opportunity to update
9 you on our good stewardship of public dollars in
10 this budget cycle, some of our challenges and plans
11 for the future.

12 First of all, I want to thank you for
13 allowing me to realign our FY2013 budget during the
14 first thirty days of my administration to
15 accommodate my priorities for the office.

16 Our vision for the Recorder of Deeds
17 Office can be summed up in three words: accuracy,
18 efficiency, and advocacy.

19 As keepers of the public land record,
20 our foremost statutory duty is to ensure that what
21 is presented to us is accurately recorded and
22 indexed in such a way that improves and supports the
23 housing market.

24 As a government office responsible to

1 the taxpayers, it is also important that we do so as
2 efficiently as possible, using only the resources
3 needed to get the job done.

4 As you probably know, I actively
5 advocated over the past few months before the
6 General Assembly in Springfield, and was able to
7 pass three laws that will allow us to assist victims
8 of recording fraud and punish fraudsters.

9 Upon taking office, it was clear that
10 the first step was to do a broad assessment of the
11 office.

12 Top staff was directed to coordinate
13 in-depth analysis of our operations, including our
14 workflows, space utilization, hardware and software
15 needs, and our financial controls. These efforts
16 were needed to help prioritize our requests for
17 capital improvements and system upgrades. I am
18 grateful to my staff and to the County's staff,
19 especially BOT and Facilities Management, for
20 helping us get closer to our goals.

21 In addition to some easy fixes like
22 enhanced lighting in public areas and organizing
23 workspaces to convey an attention to detail that
24 people expect from our office, we have been working

1 to provide services with fewer employees through
2 attrition. We even increased our revenue by
3 discovering a cashiering error that existed prior to
4 our arrival that was preventing us from collecting
5 the full amount of fees that are required.

6 I want you to know that this
7 Administration is willing and able to look high and
8 low for opportunities to improve the taxpayers'
9 office.

10 Our budget request for 2014 is less
11 than the current budget. Additionally, we are
12 experiencing an increase in revenue. To be
13 specific, our FY2013 revenue projection was \$33
14 million; yet we anticipate collecting around \$40
15 million by year-end. Trends in the housing market
16 suggest an ongoing recovery, indicating even more
17 revenue for next year.

18 This 2014 budget request reflects our
19 desire to be a part of a countywide effort to
20 improve finances.

21 To ensure that our actions match our
22 words, consider these five items:

23 Our corporate operating budget request
24 is slightly less than what we asked for last year.

1 In response to the President's
2 request, twenty percent of our vacant positions were
3 cut.

4 We advocated receiving a \$1.3 million
5 settlement from a "robo-signing" lawsuit won by
6 Attorney General Madigan. That money will be used
7 to help assess and repair the damage to the public
8 record.

9 We turned over \$1.1 million from our
10 Torrens fund to the County, with the hope that down
11 the road we can relocate our Torrens records.

12 Though we might have been able to make
13 the case for a truly flat budget, coming in below
14 "flat" shows that we are proceeding with integrity,
15 facts, and respect for the process, and for the
16 tough task that you have before you.

17 Our plans for next year include -- we
18 want to seek a change in State law to allow land
19 conveyance documents to be electronically recorded,
20 which will be a revenue boost to the County and
21 efficiency for our customers.

22 Our recording software, which we call
23 our "core application", has not been updated in over
24 ten years. As a result of many hodgepodge

1 modifications over the years, the database is
2 essentially unusable as far as us offering metrics
3 we can track to better promote revenue-generating
4 products. The time is now to underwrite this
5 costly, but necessary, modernization.

6 The digitization -- as each year
7 passed, more public records are at risk of
8 deteriorating to the point of nonusability. We plan
9 to undertake a push to digitize our records going
10 back to 1871. That is a move that will not only
11 protect the public record, but allow us to free up
12 physical space in our Chicago location.

13 Based on our workflow audit, we will
14 be aggressively implementing changes in the way we
15 perform our daily operations. This will eliminate
16 redundancies, unneeded papers and supplies, and free
17 up staff to focus on our core operations, and
18 bringing the second largest Recorder's Office into
19 the twenty-first century.

20 We have challenges, and life would be
21 perfect if we didn't have them, but we look at
22 challenges as temporary setbacks and opportunities
23 to get it done right.

24 Our greatest asset in our office is

1 our human resources. We're lucky to have four
2 generations of institutional knowledge in our
3 workforce. Some of them lack technology skills
4 needed to do twenty-first century work; therefore, a
5 training room was instituted replete with staff,
6 computers, and programs to enhance their skill sets.
7 This enhancement has been well-received.

8 The concourse level at 118 North Clark
9 where extremely fragile documents are stored has a
10 very serious flooding problems. There is flooding
11 taking place in areas that are occupied by our staff
12 and by the public. We are working diligently with
13 Facilities and Capital Planning to seek solutions in
14 this area.

15 As you all are aware, I inherited a
16 Federal Monitor in light of previous unlawful
17 political discrimination-related issues in our
18 office. Much time has been spent in training staff,
19 monitoring actions in the past several months to try
20 to change a culture that has flourished for decades.

21 At our very first meeting with the
22 State's Attorney and the Monitor, we were advised
23 that in order to reach substantial compliance we
24 would have to hire a part-time Director of

1 Compliance. Later, we were told that we needed a
2 full-time one. Of course, that impacted our budget.

3 We are in the throes of hiring
4 somebody for that position now, and we hope to have
5 somebody in place in the next few weeks.

6 At the end of the day, I am going to
7 start where I began. Our mission is accuracy,
8 efficiency, and advocacy. In this budget request,
9 this is our blueprint.

10 I invite you all to visit our new
11 website -- cookrecorder.com. Sign up for our
12 property fraud alert. We have been working with
13 several of the other County offices at their
14 outreaches, getting people's attention that this
15 fraud happens, and it happens to people in Cook
16 County and all across the United States.

17 We want to encourage veterans to
18 record their DD214s for safekeeping in our office.
19 I invite each of you to personally stop by my office
20 so that I can show you how we are putting our
21 mission into action.

22 I will be happy to answer any
23 questions.

24 CHAIRMAN DALEY: Thank you very much,

1 Karen, for the job that you have done in this very
2 short time. I know that you have a program for the
3 veterans this summer. I commend you for that, and
4 did you want to expand on that?

5 MS. YARBROUGH: Thank you.

6 CHAIRMAN DALEY: You started out your
7 testimony by saying that the cashiering system, you
8 internally found problems; if you want to expand on
9 that also.

10 MS. YARBROUGH: We charge so much per page.
11 We found that we weren't charging for that second
12 page. You can imagine -- even though it is two
13 dollars a page, it makes a huge difference. We were
14 able to turn that around. Some people complained
15 about it, but it was the right thing to do.

16 CHAIRMAN DALEY: It was the right thing to
17 do. I know you have been working with the Bureau of
18 Technology. All the systems that we bought -- we
19 have heard it time and time again -- they are not
20 working together. I believe with Lydia now there is
21 much better coordination.

22 MS. YARBROUGH: She is terrific. She is
23 terrific.

24 CHAIRMAN DALEY: She will be addressing

1 this later.

2 Are there any questions?

3 Vice Chair Sims.

4 COMMISSIONER SIMS: Thank you, Chairman
5 Daley.

6 Congratulations in changing that
7 office around, and in automating it and doing all of
8 the things necessary.

9 I have a question with regards to
10 someone being able to get a deed. Can someone just
11 come into the office and say, "I would like a copy
12 of someone's deed"?

13 MS. YARBROUGH: They can come in and ask
14 for a copy of a deed, sure, and they can pay for it.
15 They have to pay for it.

16 COMMISSIONER SIMS: How do we know if
17 someone is coming to get a deed, if they are using
18 it for something good and not something bad?

19 MS. YARBROUGH: We really don't know. We
20 really don't know. We do have a fraud department,
21 but that is not really related. If someone wants to
22 purchase a deed, they certainly can.

23 When we are recording these documents,
24 that is what we are looking for, as it relates to

1 fraud. That is what the bill is that we passed in
2 Springfield has to do with it. What we are doing
3 now, when we see something -- I say, "If it looks
4 like a duck and quacks like a duck, it probably is
5 one."

6 We have a file and refer opportunity
7 so we can have somebody else take a look at it. We
8 are using the Administrative Law Judges to do this.
9 Once they say it is fraudulent, what we can do -- we
10 have to record it by law. We have to record these
11 things. But what we can do when we find out that it
12 is possibly fraudulent, we can put something in the
13 public record that says -- hey, look, that former --
14 whatever it was that was filed -- is fraudulent.

15 That is what we did. We can't tell
16 who is coming for what.

17 Typically, what I found since I have
18 been in the office in talking to the other
19 Recorders, they kind of mindlessly file documents.
20 If somebody brings them a piece of paper and they
21 want it recorded, we are supposed to record it.

22 COMMISSIONER SIMS: I asked that because I
23 got a bill that is not mine from my ex-husband. He
24 hasn't paid his water bill.

1 MS. YARBROUGH: Pesky things, those ex-
2 husbands.

3 COMMISSIONER SIMS: And they said, because
4 I am on a Board for the City and the County, they
5 sent it to -- other than the scofflaw, they sent it
6 to me. I said I shouldn't even be on the deed.
7 They said apparently you must still be on the deed
8 because it is showing up under your name.

9 MS. YARBROUGH: Sure -- sure -- did you
10 check it?

11 COMMISSIONER SIMS: No, I didn't. I have
12 got to come to your office and see.

13 MS. YARBROUGH: Please do.

14 COMMISSIONER SIMS: Because I didn't know.
15 I thought once you filed for divorce --

16 MS. YARBROUGH: Not necessarily, no, no.
17 Your name automatically comes up. I would suggest
18 that you do that. You can check your chain of title
19 for free any time you like. Go to our website,
20 cookrecorder.com. If you have your PIN number, you
21 put your PIN number in and you will see your chain
22 of title for that property. It will tell you
23 everything that is recorded on there.

24 What I found was a \$143,000 mortgage

1 on my chain of title. It wasn't mine either. It is
2 not there any more.

3 COMMISSIONER SIMS: I guess I need to get
4 down to your office.

5 MS. YARBROUGH: Please do.

6 CHAIRMAN DALEY: There is more outreach
7 that we can do as Commissioners in informing each
8 one in our Districts.

9 COMMISSIONER SIMS: If that has happened to
10 me, I imagine there is a lot of other people. That
11 is why when I talked to the Water Department, I said
12 why is my name on there? They said you can just go
13 to the Recorder's Office and get a copy of the deed.
14 I said, "I can just go over there and just get it?"
15 They said, "Yes." I said, "Well, that's private."

16 MS. YARBROUGH: No. It is a public record.
17 It is the public record and you can come and get a
18 copy of it yourself -- or just look at it.

19 We are doing outreaches, as I
20 mentioned, because we have ran across all kinds of
21 fraud that people are perpetrating -- especially
22 upon seniors and people of color and in communities
23 where there have been a lot of foreclosures.

24 Channel 2 did an excerpt where this

1 eighty-year-old lady -- somebody was actually at her
2 house changing the locks on her door. She was
3 watching this happen. They had come to our office
4 and filed a fraudulent document. When they showed
5 it to the police department, the police didn't know
6 what they were really looking at. They were going
7 to allow it to continue. They called our office.
8 We talked to the police officer and that guy went to
9 jail.

10 We will be happy to come out to your
11 office and talk to your constituents about our free
12 property fraud alert program.

13 CHAIRMAN DALEY: Commissioner Butler.

14 COMMISSIONER BUTLER: Good morning.

15 MS. YARBROUGH: Good morning. How are you?

16 COMMISSIONER BUTLER: I am good. Thank
17 you, and thank you for coming in, and thank you for
18 the good work that you have been doing.

19 MS. YARBROUGH: Thank you.

20 COMMISSIONER BUTLER: I have a question
21 relative to your technology needs. I know that
22 Commissioner Fritchey is heading up a committee that
23 is discussing a \$40 million buy that relates to new
24 technology equipment.

1 MS. YARBROUGH: For our office?

2 COMMISSIONER BUTLER: I am hoping that your
3 office is included.

4 MS. YARBROUGH: Yes, we are. We have been
5 working ever since we walked in the door with the
6 Bureau of Technology. They have been terrific. As
7 I mentioned, we are looking at a new core
8 application. We know it is expensive. We know we
9 need something. There are so many patches to this
10 thing it is clunky. It doesn't work very well, and
11 we need the technology to do a better job.

12 COMMISSIONER BUTLER: My question is just
13 that. Are you going to get the technology that you
14 need out of this new committee that has been formed,
15 and the \$40 million that we are being asked to
16 spend?

17 MS. YARBROUGH: I would hope so.

18 COMMISSIONER BUTLER: It sounds like I said
19 that.

20 MS. YARBROUGH: It does, yes, yes.

21 COMMISSIONER BUTLER: Okay. Thank you.

22 CHAIRMAN DALEY: To get back to the
23 flooding part of this -- you said you are in
24 discussion with Facilities? You know that we are

1 opening a new building in Cicero, I believe, for the
2 storage of documents.

3 MS. YARBROUGH: Our employees are there and
4 people come to do searches down there as well in the
5 concourse level.

6 CHAIRMAN DALEY: You said the location is
7 accessible; however, the fact that there is flooding
8 is not positive for you.

9 MS. YARBROUGH: No, it is not positive at
10 all. We get complaints from our customers as well
11 as our employees. We are working with Facilities to
12 try to figure out -- maybe we can wall that area off
13 until they can come up with a fix. It is going to
14 be a very expensive fix. They do have to be there.
15 We would love to move them out of the concourse
16 level, and we talked even in terms of doing that as
17 well.

18 CHAIRMAN DALEY: Commissioner Moore.

19 COMMISSIONER MOORE: Good morning.

20 MS. YARBROUGH: Good morning.

21 COMMISSIONER MOORE: I would like to thank
22 you. I want you to know that the good work that
23 your office has done, and your staff, has been
24 phenomenal. They worked with us to research the

1 properties in my District. I don't know if I sat
2 down and told you the results of that, but due to
3 the research that your staff did, the City in turn
4 was able to turn over some property to the County at
5 no cost to the County.

6 So thank you for that. It was very
7 important for us in our District to get that area
8 cleaned up and utilized again.

9 MS. YARBROUGH: Thank you.

10 CHAIRMAN DALEY: Commissioner Steele.

11 COMMISSIONER STEELE: Thank you.

12 I also want to thank you, Madam
13 Recorder, for being present at many of the community
14 sites that we have done, and at some of the
15 workshops you, yourself, show up. Not only your
16 staff shows up, but I appreciate it that you come
17 out to make sure that your face is seen and to
18 answer questions as well.

19 The digitizing process -- when do you
20 plan to start that process? And how long do you
21 think it is going to take?

22 MS. YARBROUGH: We are not sure how long it
23 is going to take because it goes back so far. We
24 have got to get to that task. If you go to the

1 concourse level and you go into the room where we
2 keep the microfilm, you will smell this vinegar
3 smell. Every time you walk in there, you will know
4 that it is disintegrating, literally. We have got
5 to get this done. We have got to get this done.

6 COMMISSIONER STEELE: Very good. Thank you
7 much.

8 CHAIRMAN DALEY: Commissioner Gainer.

9 COMMISSIONER GAINER: Good morning. Thank
10 you for coming.

11 I want to echo some of Commissioner
12 Butler's comments on the technology piece. As you
13 know, since you have been working on this land bank
14 before I even heard of it down in Springfield -- I
15 appreciate your help on that.

16 One of the things we found is that
17 there is so much public information for real estate.
18 Everything that is out there is public, but that
19 doesn't mean that anyone can actually use it. When
20 you try to go out to some of these communities to
21 talk about this issue around foreclosure and vacant
22 buildings, they can't get hold of any of this
23 information.

24 Then to your point about so much of it

1 being manual. We really enjoyed with Mary Jo Horace
2 at GIS. I think she is doing a terrific job. One
3 of the ways she characterized it was -- she has got
4 like a pot of soup. Everyone who puts input into it
5 is just making this soup better and better and
6 better. We may pull stuff out of it to use in our
7 own way, but we make that soup richer and richer.

8 When we have been able to do, through
9 the limited technology projects that we have worked
10 on together with you and with the Assessor's office,
11 to pull some of that stuff out in a way that you do
12 visually. So when you take a map to a community,
13 you know how much that changes the conversation.
14 Everyone is then on the same footing and they can
15 actually engage in the conversation versus -- we
16 have all of the information and you guys just have
17 to listen.

18 I really want to make sure that you
19 use this as an ally when you are going through the
20 technology process. I know we will hear a lot about
21 that from Lydia. But to make sure, if the average
22 community organization or a person on the street
23 wants to find out about what is happening in their
24 neighborhood, who owns a building, all of that stuff

1 -- that they are as much of an important constituent
2 as even you or the people that are using it in their
3 workplace.

4 MS. YARBROUGH: Thank you.

5 COMMISSIONER GAINER: Don't hesitate to
6 reach out to us, if we can be helpful in that
7 process. These projects are so enormous sometimes
8 it give you a headache just thinking about putting
9 all of the pieces together. We have this
10 opportunity now, so we really have to take advantage
11 of it.

12 Thank you.

13 CHAIRMAN DALEY: Thank you.

14 Any other questions?

15 Thank you very much, Karen.

16 MS. YARBROUGH: Thank you.

17 CHAIRMAN DALEY: Good luck.

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1 **BUREAU OF HUMAN RESOURCES**

2 CHAIRMAN DALEY: Commissioners, we have
3 next the Bureau of Human Resources. They will be
4 followed by Homeland Security, Michael Masters.

5 The Bureau of Human Resources, Terry
6 Larkin.

7 MR. LARKIN: Thank you, Chairman Daley.

8 Good morning, Commissioners. My name
9 is Terry Larkin and I am the Deputy Bureau Chief of
10 Human Resources.

11 To my left is Lisa Meador, Deputy
12 Bureau Chief of Human Resources and Director of
13 Labor Relations.

14 Maureen O'Donnell, our Bureau Chief,
15 could not be here today because she had a personal
16 matter.

17 Thank you for the opportunity to
18 present our 2014 budget request, and to answer any
19 questions you may have.

20 I am joined today by several members
21 of our team. Barbara Pryor, the Director of HR
22 Information Systems; Letitia Dominici, our
23 Compliance Officer; Dawn Whitfield, our Budget
24 Liaison; and Tom Nowinski, Deputy Director of Labor.

1 Before I speak to the FY14 budget, I'd
2 to take this opportunity to talk about some of our
3 major achievements in 2013.

4 President Preckwinkle has identified
5 her four pillars: improved services; fiscal
6 responsibility; accountability and transparency; and
7 innovative leadership. We believe our achievements
8 this year have advanced the President's objectives.

9 The Bureau of Human Resources
10 continues to improve the hiring process. We
11 continue to move toward achieving substantial
12 Shakman compliance, implementing a more transparent
13 hiring process.

14 We have made great strides in managing
15 employee absences, and have seen a significant
16 reduction in the use of sick time. We virtually
17 eliminated the delays that had existed for resolving
18 employee grievances at the third level, and are
19 anticipating significant progress this year in
20 negotiations of the 2012-2016 collective bargaining
21 agreements.

22 With respect to hiring, we have
23 reduced the time it takes to hire an employee
24 another twelve percent in 2013. This year we filled

1 over 250 positions for offices under the President
2 at an average time to fill of eighty-five days. In
3 2012, the hiring process took ninety-eight days,
4 thirteen days longer. In addition, we provided
5 significant support to the Health System in their
6 efforts to hire staff needed to implement the 1115
7 waiver, assisting in the hiring of approximately 300
8 positions.

9 I know that you are all aware that we
10 utilize Taleo as our applicant tracking system, like
11 many other major employers. In the past year, we
12 have implemented several upgrades, and reconfigured
13 the way we use the tool. These system enhancements
14 have made the application flow easier and faster for
15 candidates, and have reduced the overall time it
16 takes for Cook County recruiters to post and
17 evaluate applications.

18 We have also established monthly user
19 group meetings to allow recruiters to collaborate on
20 best practices, make system design decisions, and
21 participate in training activities.

22 We continue to strive for substantial
23 compliance with the Shakman consent decree. We
24 achieved a major milestone when our supplemental

1 policies went into effect on August 1.
2 Supplementing the employment plan, these policies
3 are required to ensure that unlawful political
4 discrimination does not influence any other
5 employment actions so they lay out the processes for
6 such actions as transfers, reclassifications,
7 interim assignments, etcetera.

8 The Compliance Administrator's Office
9 is now monitoring our adherence to these policies,
10 and we anticipate that monitoring period will be
11 completed in the first quarter of next year.

12 We also implemented online employment
13 plan training. With the help of our partners in
14 Bureau of Technology, our training is now accessible
15 to more to most employees at their desks; thereby
16 eliminating the need for face-to-face training,
17 making this annual requirement much more efficient.

18 With respect to our absence management
19 initiative, we provided training to almost 200
20 supervisors in offices under the President on the
21 Web-based reporting tool that helps managers track
22 employee absenteeism and identify potential abuse.
23 We have seen a gain of almost 10,000 hours in
24 productivity since 2010, as a result of the decline

1 in the inappropriate or unnecessary use of sick
2 time.

3 While we can't attribute this entirely
4 to this initiative, we believe that both the
5 reporting tool and the training have made a positive
6 contribution.

7 The Labor Relations Department has
8 three core functions: collective bargaining,
9 grievance hearings, and advice and counsel to our
10 County offices and departments. In 2013, we focused
11 on the first two of these functions. We began
12 negotiations for our ninety-five collective
13 bargaining agreements for the 2012-2016 cycle,
14 including a comprehensive analysis of our health
15 benefits.

16 With regard to grievance hearings, we
17 have resolved over 160 grievances, and reduced the
18 amount of time from third-step hearing to decision
19 to under thirty days in ninety-five percent of our
20 cases.

21 Labor Relations for 2014 is looking to
22 advance the goals of 2013 of improving collective
23 bargaining and the grievance process. Negotiation
24 of the 2012-2016 collective bargaining agreements

1 will continue, and our hope is to have substantial
2 negotiations completed with the larger bargaining
3 units by the end of the calendar year.

4 In 2014, we will continue our efforts.
5 While our budget request does reflect a slight
6 increase over last year's budget, most of this
7 increase is due to a shift in the \$323,000 annual
8 cost of maintenance for Taleo from capital to our
9 operating budget.

10 Total headcount is increasing by
11 approximately three full-time employees. The
12 additional headcount is needed to address three
13 areas: to adequate support the time and attendance
14 and the ERP technology projects, each of which has a
15 significant HR component, as you heard during the
16 fiscal presentation; to increase the professional
17 staff in the Labor Relations Department to resolve
18 labor disputes more efficiently, as well as
19 advancing the third core function of labor --
20 providing advice and counsel to our County offices
21 and departments; and to have a person dedicated to
22 policy development and implementation.

23 Finally, our efforts in absence
24 management will continue into 2014 with the

1 outsourcing of FMLA management countywide to a
2 third-party administrator. The contract
3 negotiations have begun, and we hope to bring it to
4 you for approval in the first quarter of the year.

5 At this time, we'd be happy to answer
6 any questions you might have.

7 Thank you.

8 CHAIRMAN DALEY: Vice Chair Sims.

9 COMMISSIONER SIMS: Did you just say you
10 are going to outsource FMLA?

11 MS. LARKIN: We issued an RFP a year ago --
12 over a year ago -- and received bids back to
13 outsource potentially three different things: FMLA;
14 ordinary disability, which is currently managed by
15 the Pension Board; and workers' compensation.

16 After evaluating the proposals, the
17 evaluation team decided that outsourcing just FMLA
18 made economic sense at this time. So FMLA case
19 management will be outsourced to a third-party
20 administrator.

21 COMMISSIONER SIMS: Tell me exactly what
22 they will be doing?

23 MS. LARKIN: They will be managing all of
24 our FMLA cases. If we have an employee who needs to

1 apply for FMLA, they will get the paperwork in to
2 the vendor. The vendor will do all of the review to
3 make sure that we are compliant with the applicable
4 laws and regulations. When somebody needs to take
5 FMLA time, the third-party administrator will have a
6 call center to take those calls. They will track
7 it. They will provide us with reports.

8 Today, FMLA is pretty much tracked on
9 spreadsheets because we don't really have the
10 ability to do it in our JD Edwards system today.

11 COMMISSIONER SIMS: Is that going to be for
12 both the County and the Forest Preserves? Or is
13 that just going to be for the County?

14 MS. LARKIN: We are anticipating it will be
15 the County and the Forest Preserves.

16 COMMISSIONER SIMS: So it will be the total
17 County?

18 MS. LARKIN: The Forest Preserves was part
19 of the evaluation committee.

20 COMMISSIONER SIMS: Everything that happens
21 in the County, as far as human resources, also
22 happens for the Forest Preserves as well. Are we
23 treating it as one system? Will they change as
24 well?

1 MS. LARKIN: For FMLA purposes or for
2 anything?

3 COMMISSIONER SIMS: For anything.

4 MS. LARKIN: I am not familiar with the
5 Forest Preserves' system requirements. But I
6 believe they use our JD Edwards system, so as the
7 payroll changes, and things like that, yes, they
8 will be part of that.

9 COMMISSIONER SIMS: I am happy to hear that
10 the Taleo system -- you guys are getting better at
11 figuring out how to make that, I guess, more --

12 MS. LARKIN: User-friendly?

13 COMMISSIONER SIMS: -- user-friendly for
14 people. I guess the choices that the system is
15 making for the recommendations -- I hope when you
16 say things are getting better that that is part of
17 the process that they are getting better.

18 MS. LARKIN: Yes. We streamlined the way
19 candidates put information into the system. We have
20 streamlined our applications. We are hoping that
21 when you do that and you make it easier for people
22 to apply you get less abandonment of applications.

23 At the same time, we have also tried
24 to, through the establishment of the user groups --

1 right now it is offices under the President, the
2 Sheriff, the Health and Hospitals System, the Forest
3 Preserves, the Recorder of Deeds. We are currently
4 training the JTDC, who will also be joining Taleo.
5 So establishing these user group meetings really
6 helped everybody to bring their issues forward,
7 trying to make it look a little more cohesive on the
8 website.

9 That is one of the next steps that we
10 are tackling so you don't have all of these separate
11 -- the Office of the Sheriff, the Office of the
12 Recorder -- who knows what "offices under the
13 President" even means. We are trying to figure out
14 how to make it even more presentable and easier for
15 people to understand.

16 COMMISSIONER SIMS: Has your time shortened
17 in your process for the hiring of nurses?

18 MS. LARKIN: We don't do the hiring for
19 nurses. I think that is a question maybe you want
20 to save for tomorrow.

21 CHAIRMAN DALEY: You will be asking that of
22 the Bureau of Health.

23 COMMISSIONER SIMS: I know that has always
24 been a problem.

1 MS. LARKIN: I spent a lot of time down
2 there this year as we were helping them out while
3 they got staffed up. In my short tenure there for
4 two or three months, nurses is definitely where they
5 need to spend a lot of time. I believe that they
6 have hired a nurse recruiter as a permanent position
7 in their HR organization.

8 COMMISSIONER SIMS: I don't think the
9 recruiting is the problem. I think the problem is
10 the process.

11 MS. LARKIN: Because of the collective
12 bargaining agreement?

13 COMMISSIONER SIMS: The time it takes for
14 them to hire. I don't know all of the processes
15 that they have to go through once a person has
16 filled it out -- maybe I should wait for them to
17 come to discuss that.

18 CHAIRMAN DALEY: That would be for the
19 Bureau of Health.

20 COMMISSIONER SIMS: You guys got enough to
21 tackle, unless you want to answer it.

22 MS. MEADOR: I am Lisa Meador. I am the
23 Deputy Bureau Chief of Human Resources and the
24 Director of Labor Relations.

1 Commissioner, I can tell you that
2 under the collective bargaining agreement with the
3 nurses' union there are very specific itemizations
4 of how the posting must progress when there is a
5 vacancy. This is sort of part of the collective
6 bargaining.

7 However, we have set forth a process
8 through an agreement with the nurses' union where we
9 can post a position for external applicants at the
10 same time. So there is a pool that is generated.
11 They won't go to that pool of applicants until the
12 internal applicants' pool has been exhausted. But
13 it does reduce some of that time in order to get
14 applicants in for processing.

15 COMMISSIONER SIMS: When we look at this
16 budget, we see, in some departments -- I think it is
17 the Public Defender's Office -- where they have
18 positions that were still vacant and have not been
19 filled.

20 What seems to be the problem?

21 CHAIRMAN DALEY: With leave, the Budget
22 Director.

23 MS. GIBSON: If I may -- the Public
24 Defender has been working on hiring very recently.

1 I don't believe there are that many vacancies left
2 in the Public Defender's Office. I have just
3 recently taken a look at this.

4 They had a fair number of vacancies
5 this year, and they have been working over the past
6 month. I think they are working on the last
7 vacancies that I am aware of right now.

8 COMMISSIONER SIMS: I was trying to figure
9 out -- were they blaming Human Resources or is it
10 their failure to do what they needed to do -- where
11 was the problem and what was the hang-up. So it is
12 not happening with anybody else. If they have been
13 allowed to hire, why does it take so long?

14 MS. LARKIN: They have a lot of positions
15 that they were hiring for this year. Because they
16 are a largely union shop, they have a process that
17 they needed to go through, too, for their
18 promotions. They also set up a process -- I think
19 they had second interviews involved. It was quite a
20 laborious process for them.

21 Letitia Dominici worked closely with
22 them. I think they are coming to the tail end. I
23 can't even remember -- Letitia, do you know how many
24 positions?

1 MS. DOMINICI: I am Letitia Dominici,
2 Compliance Officer.

3 Commissioner, I worked at the end of
4 2012, beginning of 2013, with Mark Solack, the Chief
5 of Staff for the Public Defender's Office. They
6 filled quite a few positions. They had entry-level
7 attorney positions. I think the numbers were
8 probably in the thirties that they hired for.

9 Right now they are filling positions
10 for investigator IIs and IIIs. That is pursuant to
11 a collective bargaining agreement, of course, for
12 promotions.

13 Their line attorneys, their L-1s, L-
14 2s, L-3s, and L-4s, those are attorneys that are
15 subject to collective bargaining.

16 Again, as Lisa Meador said, it is
17 quite laborious in terms of the steps that you need
18 to take. They posted for transfers first. Then
19 they went to the promotional interviews. They have
20 a comprehensive application process in addition to
21 Taleo. I monitor them through that.

22 In addition, they have supervisory
23 positions, and they have just most recently filled
24 those.

1 COMMISSIONER SIMS: Here is the problem
2 that I have. If you have a position that you post,
3 and it is for in-house first -- I believe everything
4 should be done in-house, but that is just me --
5 should be posted for in-house first, then you go out
6 to the public. How is it that in-house, the people
7 that are doing the job are not promoted into those
8 positions and you end up going outside? How does
9 that happen?

10 MS. DOMINICI: They go through the
11 interview process. Let's say they post for the
12 promotions, for attorneys, let's say, as an example.
13 They interview the attorneys who are internal first.
14 They have to score them. They meet as a panel and
15 they rank them. They have, to the best of my
16 recollection, they promoted internally individuals.

17 Now going back to those line
18 assistants, the entry-level positions, those, of
19 course, come from the outside. They had two sets of
20 interviews this year. I believe for the first set
21 they interviewed approximately ninety candidates.
22 For the second, about 124 candidates, which takes
23 quite a lot of time and effort. But there have been
24 individuals who have been working internally in the

1 Public Defender's Office who have been promoted this
2 year.

3 COMMISSIONER SIMS: It seems to be a
4 countywide thing, and I don't understand it. I hear
5 your explanation, but how somebody internally
6 doesn't automatically when they apply to those
7 positions don't get it, and you end up hiring people
8 from outside. That is just amazing to me how that
9 happens.

10 MS. DOMINICI: Commissioner, in some of the
11 collective bargaining agreements, most of them are
12 not straight seniority.

13 COMMISSIONER SIMS: I am not just talking
14 about the Public Defender; I am talking about across
15 the board.

16 MS. DOMINICI: Because of the employment
17 plans and the parameters with Shakman, in addition
18 to some of the terms in the collective bargaining
19 agreement, you have to interview the candidates and
20 you have to select the best qualified. So it is not
21 automatic straight seniority, where you would apply
22 for the position or the promotion and then the
23 senior-most person would be selected.

24 COMMISSIONER SIMS: Since you have said the

1 scoring system -- what if you had somebody that
2 scores pretty high, but the department head says --
3 yes, that person scored pretty high, but the person
4 that scored maybe a few points lower, I would prefer
5 to have that person. Does the department supervisor
6 or the director get an opportunity to say -- I would
7 rather not have that person; I would rather have the
8 second person.

9 Do they get that opportunity?

10 MS. DOMINICI: There is that flexibility
11 built into the employment where the department head
12 could select someone other than the highest-ranking
13 candidate by the panel. But there has to be a
14 rationale and a substantive reason for that.

15 COMMISSIONER SIMS: What if the person says
16 -- I feel like I can work with that person better.
17 Maybe there is something that they see in this
18 person that ranked really high. They said, I don't
19 know if I can really see that person as somebody
20 that we really want to work with here.

21 Do they have that option to say that?

22 MS. DOMINICI: They have that option, but
23 that, again, get scrutinized by myself and either
24 Terry Larkin or Maureen O'Donnell. We can question

1 the department head as to why they didn't choose
2 that highest-ranked candidate. It can't just be on
3 a whim. There has to be some rationale behind that.

4 COMMISSIONER SIMS: But people have to feel
5 like they can work with people. If you hire
6 somebody, that is just like a Commissioner hiring
7 somebody in their office. There is no way that I
8 would hire somebody that is not going to work with
9 me. I would think that a department head would at
10 least have the option to say -- I don't want that
11 first person -- maybe I want the third person that
12 applied.

13 Maybe they didn't score well at all.
14 Maybe they don't have all of the -- maybe you have a
15 person that may have all of the educational part of
16 this, but they don't have -- let's just say this is
17 somebody who has done this work for twenty years.
18 They would say -- well, I'd rather have that person
19 than the person that has gone to college and has
20 maybe a master's degree and this person only has a
21 BA.

22 Do they have the option to take that
23 person?

24 MS. DOMINICI: Yes, they do, Commissioner.

1 COMMISSIONER SIMS: But you are
2 scrutinizing them on why they decided they wanted
3 that person, which means some people just say -- I
4 don't feel like going through that. I will just
5 take the first person who is not who I really want
6 because I don't want to go through this with
7 Shakman. That is my problem with Shakman.

8 MS. DOMINICI: We look at their
9 justification when they send the paperwork to Human
10 Resources. We have the option to either discuss
11 that with them or not. If they are able to
12 communicate the rationale that you just stated, I
13 wouldn't have an issue with that.

14 COMMISSIONER SIMS: Okay.

15 CHAIRMAN DALEY: Commissioner Gainer.

16 COMMISSIONER GAINER: Good morning, and
17 thanks for coming. I have a couple of technical
18 questions, and then a broader question.

19 In reference to section five of the
20 appropriation resolution, what is the likelihood of
21 union employees receiving cost of living
22 adjustments? And what fiscal impact are we setting
23 aside in the likelihood, since it is noted that
24 nonunion employees shall also receive COLAs?

1 Basically, are we prepared, if that is the outcome
2 of the collective bargaining?

3 MS. MEADOR: We are in negotiations with
4 our unionized employees. We have proposals that are
5 on the table that are addressing wages with some of
6 those groups. With regard to whether or not we will
7 complete negotiations for the 2012-2016 collective
8 bargaining agreement cycle by the end of the fiscal
9 year 2014, that is our goal, with which we have a
10 very aggressive timeline on the table.

11 Whether or not that pans out is a
12 matter of what happens at the bargaining table. But
13 that is our hope, yes.

14 COMMISSIONER GAINER: The question was:
15 Have we set aside funds in case we end up giving
16 COLAs that impact this fiscal year?

17 CHAIRMAN DALEY: With leave, the Budget
18 Director.

19 COMMISSIONER GAINER: Or are we not even
20 considering that?

21 CHAIRMAN DALEY: With leave, the Budget
22 Director.

23 MS. GIBSON: We have made some assumptions
24 in the budget, yes.

1 CHAIRMAN DALEY: So we have the dollars to
2 cover her question?

3 COMMISSIONER GAINER: What have we allowed
4 for ourselves?

5 MS. GIBSON: It is subject to negotiations.

6 COMMISSIONER GAINER: I am not asking what
7 the outcome is going to be. I am asking you what is
8 the set-aside so we are not left with a bill that we
9 can't pay.

10 MS. GIBSON: I can provide that detail to
11 you.

12 COMMISSIONER GAINER: I understand. If you
13 don't want to tell me, that's fine. You can provide
14 it for me afterwards. The question was: Have we
15 made allowances, if we end up with what is a
16 reasonable expectation of what we may end up with?

17 MS. GIBSON: Yes.

18 CHAIRMAN DALEY: Commissioner, just for
19 clarification. If they come to us this March with a
20 contract, that money has been --

21 COMMISSIONER GAINER: Great. That is all I
22 wanted to know. Great. That's fine.

23 Who does the furlough days apply to?
24 And how much do you think we will save by the

1 furlough day? That may be a question for Andrea or
2 maybe you guys; however you want to handle it.

3 MS. MEADOR: If there is a shutdown day in
4 the budget, it is differentiated from a furlough day
5 because the entire County will be shut down. There
6 are certain collective bargaining agreements which
7 would exclude those particular employees from having
8 that be an unpaid day. We can provide you with a
9 list of those collective bargaining agreement, if
10 you like.

11 COMMISSIONER GAINER: We have workers who
12 won't be working, but we still have to pay them
13 because their contract doesn't accept a shutdown
14 day?

15 MS. MEADOR: Their contract has certain
16 provisions in it which provides, for example, that
17 they are paid for any holiday that is designated by
18 the County or the court. So if there is a holiday
19 that is designated by the court system, then they
20 would get paid on that holiday.

21 COMMISSIONER GAINER: Is the Friday after
22 Thanksgiving a court holiday?

23 CHAIRMAN DALEY: Yes.

24 COMMISSIONER GAINER: So certain employees

1 are paid on Court holidays. It doesn't matter if
2 the County has decided to shut down?

3 MS. MEADOR: That's correct.

4 COMMISSIONER GAINER: There is also a
5 reference in section 8 of the proposed resolution,
6 it references employees on "other accounts" that may
7 be eligible for pension benefits, as determined by
8 the Pension Board of Trustees. What group of
9 employees is that referring to? What is the
10 determination of eligibility?

11 MS. LARKIN: I would have to look at the
12 actual account and get back to you.

13 COMMISSIONER GAINER: This is in section 8
14 of the appropriation resolution.

15 Have you guys looked at what are the best
16 practices for large employers, larger numbers of
17 days off, including sick days and holidays? Then
18 the cost to the County. What does it cost us for
19 each? Is it fairly across-the-board that people
20 have one day a month as a sick day?

21 MS. LARKIN: Yes.

22 COMMISSIONER GAINER: What is the average
23 of a large employer?

24 MS. LARKIN: I think when we were looking

1 at it before, when we were starting the absence
2 management initiative a couple of years ago, it was
3 around four and a half or 4.8.

4 COMMISSIONER GAINER: Per year?

5 MS. LARKIN: For the unionized -- hours per
6 employee per year. I can pull that information. I
7 don't have it off the top of my head. We are
8 currently at 5.6.

9 COMMISSIONER GAINER: Hours per employee
10 per year?

11 MS. LARKIN: Per month, six times.

12 COMMISSIONER GAINER: That would be the
13 average for the unionized workforce. What was the
14 average for just large employers?

15 MS. LARKIN: I don't recall off the top of
16 my head. I can pull that information for you.

17 COMMISSIONER GAINER: If we are giving one
18 day off month, isn't that giving someone seven and a
19 half or eight hours a month versus five?

20 MS. LARKIN: Yes, it is, but it is a matter
21 of when they take it. We only count it, obviously,
22 when they take it.

23 COMMISSIONER GAINER: There is two
24 questions. One is: What do we offer? And the

1 second is: What are the people taking? Don't
2 people get to cash out on their sick time when they
3 leave?

4 MS. LARKIN: No. We don't pay for sick
5 time. I believe you can get pension credits for
6 that sick time, but I don't know the ins and outs of
7 that.

8 COMMISSIONER GAINER: You get paid out for
9 vacation, but you don't get paid out for sick tie.

10 MS. LARKIN: Correct.

11 COMMISSIONER GAINER: Do we have the
12 unlimited ability to carry over vacation from year
13 to year?

14 MS. LARKIN: No. I believe the maximum,
15 once you have been here fifteen plus years, is forty
16 days.

17 COMMISSIONER GAINER: Which is a lot. So
18 from year to year, people get a certain number of
19 sick days?

20 MS. LARKIN: That's correct.

21 COMMISSIONER GAINER: Theoretically, you
22 can carry up to forty days with you. That is either
23 your rollover or whatever --

24 MS. LARKIN: It starts at twenty days. I

1 think from zero to six years you can carry over
2 twenty days. Then seven to twelve -- I forget the
3 schedule -- it is thirty days. Then the max is
4 forty days.

5 COMMISSIONER GAINER: What is the average
6 amount of vacation time that employees here have?

7 MS. LARKIN: I don't know that off the top
8 of my head.

9 CHAIRMAN DALEY: If you can provide that
10 schedule, and to the questions that she had
11 previously on the carryover. The last question was
12 the average number of days.

13 COMMISSIONER GAINER: I am just trying to
14 get the total number. If we have twelve sick days a
15 year; we have a certain amount of vacation per year,
16 which is an average. Then we have -- how many
17 County holidays are there?

18 MS. LARKIN: Twelve.

19 COMMISSIONER GAINER: Twelve holidays --

20 MS. LARKIN: But we don't have short-term
21 disability, which is something that I think, if we
22 were to look at employers, you would find that they
23 have short-term disability plans.

24 COMMISSIONER GAINER: Didn't we just do a

1 short-term disability for maternity?

2 MS. LARKIN: Yes. We have a parental leave
3 policy. If you found yourself having a health
4 situation, you need to be not working for thirty
5 days before your disability payments would kick in
6 from the Pension Board. I believe -- although I
7 don't know the genesis of the one day a month on
8 sick time, my guess is that people can bank it up so
9 that if they end up in that type of situation they
10 can use that sick time for that thirty-day period.

11 COMMISSIONER GAINER: What percentage of
12 people take a thirty-day leave based on illness?

13 MS. LARKIN: I don't know.

14 COMMISSIONER GAINER: It might be
15 interesting to think if that is the entire premise
16 for issuing a day a month.

17 MS. LARKIN: I don't know if that was the
18 premise.

19 COMMISSIONER GAINER: But I guess your
20 point of view is the reason that you think it is a
21 valid policy to get a day a month off is because
22 people can bank sick time in case they need to take
23 a longer leave. My question is: How many people
24 actually use the longer leave?

1 MS. LARKIN: I understand your question.

2 CHAIRMAN DALEY: On page 395, they have a
3 list of the days vacation and the max days you can
4 take.

5 COMMISSIONER GAINER: That is where I was
6 going with that. If you have twelve sick days plus
7 twelve holidays, that is twenty-four days in a
8 calendar year. Then you have anywhere --

9 MS. LARKIN: Four personal days.

10 COMMISSIONER GAINER: Plus four personal
11 days?

12 MS. LARKIN: You earn a personal day a
13 quarter. Then you have a floating holiday, if you
14 are on the payroll December 1.

15 COMMISSIONER GAINER: So you have five
16 personal days, a floating holiday. You can take it
17 at your discretion?

18 MS. LARKIN: Correct.

19 COMMISSIONER GAINER: What do you get a
20 personal day for?

21 MS. LARKIN: Personal days are designed for
22 nonvacation-related activities, for example.

23 COMMISSIONER GAINER: So we have twenty-
24 four plus five. We have twenty-nine days off before

1 you have ever started to take vacation time.
2 Theoretically, twelve of those are sick days. Then
3 most people have between ten and thirty vacation
4 days.

5 You start out with two weeks when you
6 start out as an employee?

7 MS. LARKIN: You start accruing. When you
8 start working for the County, you start out with
9 nothing. You start accruing days as you work. In
10 that first year, you don't have it.

11 COMMISSIONER GAINER: But the allotment for
12 someone who is a beginning employee is two weeks
13 vacation?

14 MS. LARKIN: Ten days.

15 COMMISSIONER GAINER: How quickly does it
16 jump up beyond that?

17 MS. LARKIN: First through six years, ten
18 days; seven through fourteen is fifteen days. Then
19 fifteen years plus is twenty days. I might add that
20 the hospital system has a much larger vacation
21 accrual than we do elsewhere.

22 COMMISSIONER GAINER: Why is that?

23 MS. LARKIN: I can't answer that question.
24 A lot of folks get five weeks walking in the door,

1 so there is a difference.

2 COMMISSIONER GAINER: Medical and
3 nonmedical get five weeks?

4 MS. LARKIN: There are K-12s and their
5 grade 24 equivalents automatically get five weeks.
6 Then their schedule is more generous than ours in
7 terms of what they give the first through fourth
8 years.

9 COMMISSIONER GAINER: That is not just for
10 doctors and nurses, the medical personnel. That is
11 even for the administrators, the secretaries, people
12 who work in their budget office?

13 MS. LARKIN: Yes.

14 COMMISSIONER GAINER: They design their own
15 HR policies? I thought you guys were involved. We
16 are not looking to align those two things?

17 MS. LARKIN: They have their own HR
18 policies.

19 COMMISSIONER GAINER: Has there been talk
20 at all about aligning those together?

21 MS. LARKIN: They are independent with
22 their Board. A lot of their policies do align with
23 ours, but some of them diverge.

24 COMMISSIONER GAINER: Have we determined

1 the costs? It just seems like a staggering number
2 of days off when you have to run a twenty-four-hour
3 a day, seven-day-a week operation, to give it right
4 off the bat. Have you guys looked at what the other
5 best practices are and compared it to that and
6 looked at the cost differential?

7 MS. LARKIN: Not in any great detail, no.

8 COMMISSIONER GAINER: Maybe we can work on
9 that.

10 I asked the question of the Risk
11 Management Department, so I will ask you guys, too.
12 Obviously, there are many of us who have heard a lot
13 of feedback on the collective bargaining agreements.
14 I won't ask you to comment on them here, since you
15 are in the middle.

16 One of the things that has come up is
17 healthcare. I just wondered if we had some sort of
18 an overarching vision of the type of healthcare the
19 population has, all of those things we like to buy
20 for our employees.

21 MS. MEADOR: Commissioner, I can tell you,
22 from a general perspective, we have some very
23 specific goals with regard to addressing healthcare
24 moving forward. The biggest one is mitigating the

1 high-value plan tax under the Affordable Care Act;
2 the Cadillac tax, as it is commonly referred to.

3 We are also looking to move our plan
4 closest to our competitors, our local competitors --
5 the City of Chicago, the State -- on bringing ours
6 more in line with other public sector entities. Our
7 plan is much more rich.

8 We are also looking to address
9 wellness, and give wellness participation, and have
10 our employees join in our efforts to get a
11 healthcare population. Then also to defer adverse
12 selection.

13 For example, currently our employees
14 do not pay for dental or vision coverage. We are
15 looking at people making selections where they may
16 elect for certain coverage, if they don't utilize
17 it. We are looking to address that.

18 Those are our main goals in looking at
19 our healthcare plan.

20 COMMISSIONER GAINER: Did we ever, in the
21 course of managing the Cadillac tax -- which is
22 going to be an onerous obligation for us as an
23 employer as well as for individuals because they
24 will be bearing it, too -- did we look at utilizing

1 any of the corporate exchanges, the private
2 exchanges that have been introduced to the public?
3 Towers has one, AON has one, Blue Cross has one.
4 Not the public exchange, but a large exchange that
5 is targeted to the large employers.

6 MS. LARKIN: At this point, that is not a
7 matter that we have reviewed extensively; mainly
8 because our plan, or the design, etcetera, is based
9 on our collective bargaining agreement. There is
10 only so much change that we can put on the table.
11 The changes that we are looking at are quite
12 aggressive.

13 COMMISSIONER GAINER: Are you familiar with
14 the plan that AFSCME has for the staff? Not their
15 rank and file, but their actual staff, their
16 healthcare plan?

17 MS. MEADOR: I am familiar with it, yes.

18 COMMISSIONER GAINER: We have brought this
19 up before. Hank Scheff obviously was the architect
20 of that. He is probably one of the most
21 knowledgeable people on these issues anywhere. He
22 is retired or semiretired. I don't know exactly
23 what his status is now.

24 When I think about the type of plan

1 that really gets to the root of some of our
2 contracts, a plan like that, I think, is incredible.
3 They came up with this four or five years ago, and
4 they actually implemented it for the AFSCME staff
5 people, even beyond Chicago. I don't know if we
6 thought about engaging him in this effort or at
7 least talking about a plan like that.

8 While it is a really big departure, it
9 gives people lots of flexibility. It has a core,
10 but it really pushes things like wellness and
11 aligning the costs. But it gives the people the
12 flexibility, like chiropractors or physical
13 therapists or other services that probably aren't
14 paid for now, that really can add to health and
15 wellness.

16 If you haven't been versed in that, I
17 would encourage you. I don't know if the guys
18 currently that are negotiating on behalf of AFSCME
19 are open to that. If we could have a plan like
20 AFSCME has for their staff, I think "A", it would be
21 healthier, and it would be a lot more cost-
22 effective. I don't think that you would bump up
23 against the Cadillac tax in nearly the way we are
24 going to now.

1 MS. MEADOR: We are working with AFSCME
2 extensively, including Hank Scheff, in reviewing our
3 current healthcare plan, yes. We are engaged.

4 COMMISSIONER GAINER: Did he bring that to
5 the fore? The fact that that is their plan?

6 MS. MEADOR: We are discussing essentially
7 any option that they would bring to us. We will
8 consider it, and vice versa. It is on the table at
9 this point.

10 COMMISSIONER GAINER: If I could just ask
11 you to go to coffee with him or at least have him
12 send you a two-pager and get really versed on what
13 that is. I think it is one of the best healthcare
14 plans for employees that I have ever seen. If it is
15 good enough for them, it should be potentially good
16 enough for all of us.

17 You know, actually, Lisa, if I could
18 ask you if you could ask Mike or whoever to send you
19 kind of a summary of their plan, and I think
20 everyone should see it.

21 MS. MEADOR: Sure. I will do it.

22 COMMISSIONER GAINER: I would appreciate
23 it.

24 CHAIRMAN DALEY: Commissioner Butler.

1 COMMISSIONER BUTLER: Good morning. I
2 received, about a week ago, a letter from the Bureau
3 of Economic Development, the Planning and
4 Development Department. They are speaking about --
5 eight career service employees' layoffs representing
6 a third of the Department workforce, an average of
7 sixteen and a half years of employment with the
8 County. It says, "The individuals laid off
9 represent constituents in each one of the Districts
10 of the Commissioners receiving this letter" -- which
11 I guess was about five or six of us.

12 Additionally, the laid-off employees
13 were responsible for managing and administering CDBG
14 funds for an overwhelming number of poorer
15 communities in Cook County; mainly located in the
16 south suburbs.

17 All but one of the employees is a
18 minority or a person of color. Attached, please
19 find a copy of the letter.

20 I don't want to go into that as much
21 as I want to find out what is a Commissioner
22 supposed to do? Because prior to this conversation
23 I received a letter from the Office of the Inspector
24 General who says that any conversations or

1 communications about hiring or firing should be
2 brought to this Office before, or reported to this
3 office at some point in time.

4 I don't want to be under that kind of
5 gun. I want to understand what am I supposed to do,
6 and where am I supposed to do it, because I think it
7 is very important to me and my constituents, and I
8 guess for the general knowledge of the people that
9 we work for, which is the people of Cook County.

10 MS. LARKIN: I am not sure I understand
11 exactly what you are asking, Commissioner.

12 COMMISSIONER BUTLER: I am asking you when
13 do we have to report a communication of this type,
14 and even if it is legal to force us to make
15 communications between a constituent and his elected
16 official.

17 MS. LARKIN: I am not a lawyer, but it
18 appears to me --

19 COMMISSIONER BUTLER: That is one of our
20 problems. I am not a lawyer either, but I think it
21 may be one of our benefits because the lawyers got
22 into this fix when they started with Shakman.

23 MS. DOMINICI: Letitia Dominici, Compliance
24 Officer.

1 Good morning, Commissioner.

2 COMMISSIONER BUTLER: Good morning.

3 MS. DOMINICI: I think what you are
4 mentioning is you got a letter from Pat Blanchard,
5 the Independent Inspector General. It has to do
6 with political contacts.

7 COMMISSIONER BUTLER: Absolutely.

8 MS. DOMINICI: What you need to report, and
9 there are occasions where you don't have to report.
10 You can talk to a constituent, but when it gets to
11 the point where you have to log a political contact,
12 that is when it involves an employment action. That
13 is when you contact somebody from the County.

14 COMMISSIONER BUTLER: Excuse me. In my
15 life, everything is political. I just heard the
16 Commissioner said that they are going to have a
17 little coffee and discuss political business. I get
18 up in the morning. My wife says, "What are you
19 going to do today?" I am discussing political
20 business. No matter what I do, I am going to have a
21 political situation, especially since I joined Cook
22 County.

23 MS. DOMINICI: This has to do with an
24 employment action, so that is the hiring or

1 termination. It could include a layoff.

2 COMMISSIONER BUTLER: That is why I read
3 this paragraph, because this is an employment
4 action. Here are people -- 16.5 years working for
5 the County -- laid off.

6 MS. DOMINICI: Correct.

7 COMMISSIONER BUTLER: Why?

8 MS. DOMINICI: I think, to the best of my
9 recollection -- you would have to address that
10 question to Herman Brewer. But there was a
11 rationale for that, where I think the work that was
12 being done by those employees no longer exists. So
13 they were laid off because of that.

14 COMMISSIONER BUTLER: Okay. So why weren't
15 they moved to another department?

16 MS. DOMINICI: As Compliance Officer, I
17 can't answer those questions, Commissioner.

18 CHAIRMAN DALEY: Just for clarification,
19 just so you are aware -- a letter was distributed on
20 Friday. The letter that you are referring to is the
21 letter that was given to a couple of Commissioners,
22 where an individual outlined what occurred in that
23 department.

24 COMMISSIONER BUTLER: But I still don't

1 have an answer to when and where it is appropriate
2 for me to address the problem. I might be able to
3 say, in the old days, to someone -- just put them
4 back to work. But now that we have got the Shakman
5 piece to deal with, you just can't do that any more.

6 I don't have a problem with that. I
7 voted for the Shakman decree, even though I
8 disagreed with parts of the concept. But it was the
9 general will of the people that Shakman should
10 prevail, so we did that.

11 Now the question is: What do we do
12 with it after we got it? Because most of the
13 conversation this morning has been surrounding
14 Shakman.

15 MS. DOMINICI: Commissioner, if you can
16 call me later. We had training of all Commissioners
17 -- Pat Blanchard, myself, and Jacqueline. That was
18 probably two or three weeks ago. I don't think you
19 attended that.

20 COMMISSIONER BUTLER: I didn't.

21 MS. DOMINICI: I will be more than happy to
22 have a conversation with you later with regard to
23 that layoff, and what your obligations are, whether
24 or not you have would have to report that or not in

1 terms of a political conversation.

2 COMMISSIONER BUTLER: More than a
3 conversation with me. There needs to be a
4 conversation with the people so that the people will
5 know that I did not mess up by doing something that
6 I am not supposed to do. For you and I to have a
7 conversation about what I am supposed to do dies
8 when you and I leave the room. This is a public
9 conversation.

10 MS. LARKIN: Commissioner, with respect to
11 the letter that you received, you are well within
12 your ability to ask the question about why a layoff
13 occurred. It is only when you are inquiring on
14 behalf of a specific employee that it would be
15 considered a contact.

16 COMMISSIONER BUTLER: Well, again,
17 definitions get to be a problem. I am talking about
18 one of the employees, my constituent, called me.
19 That makes it specific. The other seven or eight I
20 am not discussing. But each individual Commissioner
21 that received one of these letters will probably or
22 would have violated some rules by saying put this
23 person back to work or evening questioning why they
24 were laid off.

1 MS. LARKIN: The question as to why they
2 were laid off is well within your purview to ask.
3 But telling us to put them back to work is not.

4 COMMISSIONER BUTLER: That is not what I
5 read in the OIG's letter.

6 MS. LARKIN: The OIG reviews every layoff
7 that we do. Pat Blanchard's office has that layoff
8 currently.

9 COMMISSIONER BUTLER: So we have got the
10 fox watching the henhouse.

11 CHAIRMAN DALEY: Commissioner, I think you
12 can inquire. If there are any questions, you could
13 always ask. But you can't inquire about an
14 individual. That was outlined. As you know, and
15 your fellow Commissioners, you can't say -- put this
16 individual back to work.

17 COMMISSIONER BUTLER: We are not supposed
18 to.

19 CHAIRMAN DALEY: I know. But that is the
20 issue.

21 COMMISSIONER BUTLER: We are not supposed
22 to, and don't.

23 CHAIRMAN DALEY: Right, but if there is any
24 question or uncertainty from anyone, you can ask the

1 Compliance Officer. She will direct you and give
2 you her advice. She is available, as she said, at
3 any time.

4 COMMISSIONER BUTLER: I see that you don't
5 want to continue this conversation.

6 CHAIRMAN DALEY: No, it is going to
7 continue because I think some of your fellow
8 Commissioners are going to ask it in the same
9 format. They all received the letter on Friday.
10 The concern would be -- do they have to inform. It
11 was passed out to four or five Commissioners. I did
12 not get one from an individual who was passing that
13 out.

14 COMMISSIONER BUTLER: That was a mistake on
15 their part. They should have gave everybody one,
16 but they didn't.

17 CHAIRMAN DALEY: The question would be --
18 four or five people received this letter on Friday.

19 COMMISSIONER BUTLER: I am not speaking so
20 much to the letter as I am to the process. The
21 process is kind of left open and vague. You can
22 stumble around here trying to be politically correct
23 over all kinds of little --

24 CHAIRMAN DALEY: With leave, Laura

1 Lechowicz.

2 COMMISSIONER BUTLER: Laura, don't get in
3 this water.

4 MS. FELICIONE: I really don't want to,
5 Commissioner.

6 Laura Lechowicz Felicione, Counsel for
7 the President.

8 Just to help clarify, Commissioner.
9 If you receive a letter of this nature that
10 addresses layoffs in a department, you have every
11 right to reach out to the department head and say,
12 "I have been placed on notice that there is a layoff
13 in your department. Can you please explain what was
14 behind that layoff? How many individuals were laid
15 off, etcetera?"

16 COMMISSIONER BUTLER: Let me interrupt.
17 That wasn't what happened. What happened was I
18 first got a phone call. The young lady said, "I am
19 being laid off." I said, "I can't help you because
20 of Shakman."

21 MS. FELICIONE: Yes.

22 COMMISSIONER BUTLER: Because I have been
23 told not to get involved in political hirings and
24 firings.

1 MS. FELICIONE: Yes.

2 COMMISSIONER BUTLER: The constituent is
3 still saying, "I have been laid off. You are going
4 to be coming up for election pretty soon." So don't
5 me that that is not political.

6 MS. FELICIONE: I understand that,
7 Commissioner. You can then take the opportunity to
8 explain to that constituent that there was a layoff
9 in the department and these are the reasons why
10 there was the layoff, and you should look to the
11 postings in HR to determine if there is an
12 availability for you to apply for something in the
13 future.

14 COMMISSIONER BUTLER: I think I got the pot
15 stirred up now. I hear some of the messages coming
16 in my head, so let them come on.

17 MS. FELICIONE: If you want to inquire
18 regarding a specific individual to a department
19 head, there will be a log. That doesn't mean that
20 it is something that is unlawful, but it will be
21 logged. Then the Inspector General will take the
22 review to determine whether that was an unlawful
23 political contact or that was a contact that is
24 within your purview.

1 COMMISSIONER BUTLER: I don't want to do it
2 before it is unlawful. I don't want to go to jail.
3 I don't want my name all over the paper because I
4 violated some rule. I don't want that. I want to
5 be able to say to the constituent that called me, "I
6 can't help you. You shouldn't have made this call";
7 or "I can help you, and I am glad you made the
8 call."

9 MS. FELICIONE: In this regard, you would
10 not be able to help the individual except for
11 explaining to them what was behind the layoff in the
12 department and where they could go in the future to
13 look for other gainful employment in Cook County.

14 COMMISSIONER BUTLER: That leaves us right
15 where we started, which is not clarifying.

16 We are on television now so I guess
17 people can call in and say, "Yes, I agree or
18 disagree." But it is disturbing when a person has
19 to figure out where the line is, and when you are
20 going to cross that line between legal and illegal.

21 MS. FELICIONE: I'm sorry, Commissioner. I
22 had the Chairman in my ear at the same time.

23 COMMISSIONER BUTLER: That's okay. I am
24 used to him doing that. But I am through. I have

1 raised the question. Some day somebody may be able
2 to give me an answer. But it is very disturbing
3 when a person calls and says, "Help", and you tell
4 him you can't help because there is a rule and
5 nobody understands what the rule is.

6 MS. FELICIONE: The help that you can
7 provide them, if you would like to, is to explain,
8 further explain why the layoff occurred, but there
9 is nothing that you could do to specifically help
10 that individual by finding them other employment in
11 the County.

12 MS. LARKIN: Each of the employees who were
13 laid off in Planning and Development was given a
14 letter explaining the budget reasons why there were
15 being laid off.

16 COMMISSIONER BUTLER: I don't know because
17 I didn't discuss it.

18 MS. LARKIN: I am just telling you because
19 I was there. They were also given a package of
20 resources to utilize as well as obviously the
21 information that they can apply for any position
22 that is posted. They could have their name put on a
23 recall list, and the following day after the layoff
24 the Chicago-Cook County Workforce Partnership -- I

1 know I got the name wrong; sorry, Karin -- held a
2 seminar for them for any employees who wanted to
3 attend -- it was completely voluntary -- and to give
4 them information about resources, résumé building,
5 etcetera, etcetera.

6 COMMISSIONER BUTLER: I would think, in a
7 nursing situation -- let's say a nurse was laid off.
8 The nurse says, "There is a position over at
9 Provident or Oak Forest." They could just go to
10 that place and take employment. Why can't we do
11 that kind of thing with this situation? It is all
12 about government block grants. It is all about
13 contracts and people working under contracts. So if
14 you have got some space someplace else, why weren't
15 the people just moved?

16 MS. LARKIN: I don't have the ability to do
17 that under the employment plan.

18 COMMISSIONER BUTLER: That is why the
19 conversation is going on. I don't have the ability
20 to do it either.

21 MS. LARKIN: Every position that we fill is
22 posted. Everybody has an equal opportunity to apply
23 for it, whether they were laid off or not.

24 COMMISSIONER BUTLER: I think that is the

1 goal. I don't think we have gotten there yet.

2 CHAIRMAN DALEY: Are you finished,
3 Commissioner?

4 COMMISSIONER BUTLER: I am not finished; I
5 am just through.

6 CHAIRMAN DALEY: Commissioner Murphy.

7 COMMISSIONER MURPHY: Thank you.

8 On that same subject, and I have a
9 couple of other things as well. But on that same
10 subject, eight people were fired, but eleven people
11 were hired. If it is a budget question, why can't
12 monies be moved around? They are moved around all
13 the time in this County. I don't understand how you
14 fire eight people and then hire eleven more in the
15 same department. That doesn't make sense to me.

16 MS. GIBSON: If I may respond. There was
17 reduced funding in a particular grant.

18 COMMISSIONER MURPHY: But these are
19 sixteen-year employees. Sixteen years. Four years
20 away from their twenty years for a good pension.
21 Now for sixteen years they have been faithful
22 employees in this County. Now they are gone, and
23 eleven new people are put in.

24 MS. GIBSON: I am not familiar with the

1 eleven new people. We did have Herman Brewer here
2 on Friday.

3 COMMISSIONER MURPHY: They are hiring
4 eleven. We talked about it the other day. We
5 talked about it on Friday.

6 CHAIRMAN DALEY: We brought him back in the
7 afternoon.

8 COMMISSIONER MURPHY: That is my concern.
9 These are loyal employees, and, as Commissioner
10 Butler said, why wasn't a place found for them
11 somewhere in the Department? Do you know what I
12 kept hearing? Skill sets -- skill sets -- skill
13 sets. That is bunk. That is bunk.

14 Anyway, the question that I was going
15 to ask -- so let me get back to this. I wanted to
16 ask the cost of the vendor contract for the FMLA.

17 MS. LARKIN: I believe it is somewhere
18 around \$500,000.

19 MS. GIBSON: If I may -- in the 2014
20 budget, \$248,000 based on the timing of the
21 contract.

22 COMMISSIONER MURPHY: I lost my train of
23 thought. I was listening to my buddy over there,
24 listening to the thing that I was upset about as

1 well.

2 How long is it going to be before we
3 are out of Shakman? In your estimation, how long is
4 it going to take us to be out from under Shakman
5 completely?

6 MS. LARKIN: I am not going to try and
7 estimate that question. We are currently in a
8 monitoring period. We filed our supplemental
9 policies on August 1. The Health and Hospitals
10 System still needs to file their plan. While I am
11 sure they are being as expeditious as possible in
12 getting that done, their plan still hasn't been
13 filed. After it is filed, they are going to have to
14 go through a monitoring period as well.

15 We continue to move the ball forward.
16 I know they are continuing to move the ball forward.
17 But I don't know what their expectation is as to
18 when they are going to be filed.

19 COMMISSIONER MURPHY: When you say a
20 "monitoring period", are we talking about years of
21 monitoring?

22 MS. LARKIN: No. The monitoring period is
23 when you talk to the Compliance Administrator. It
24 is usually a minimum of six months. But if there

1 are significant process issues that come up during
2 the process of that monitoring, they find things
3 that aren't being done to their satisfaction, I
4 would expect the monitoring period to go on longer.

5 COMMISSIONER MURPHY: The amount of money
6 we spent on Shakman people we could have hired a
7 bunch of new people for the County. What is it now?
8 Forty million? Thirty-five million? I forget now.
9 We had the figure not too long ago. We spent
10 millions and millions to be in compliance. They
11 keep dragging this on.

12 The people that they hired, they
13 didn't follow any of the rules. They didn't
14 advertise for the positions that they had. They had
15 thirty people working in Human Resources at one
16 time.

17 They didn't put those up for people to
18 come in and try to be hired through the process.
19 They just picked whoever they wanted. They didn't
20 follow any of the things that they are putting us
21 under and what we have to do. The salaries were
22 "beyond the beyond" as well.

23 Anyway, that wasn't your problem.
24 And, yes, with no WBE and MBE participation.

1 For Shakman telling us what to do and
2 not following their own rules, I think it is a
3 farce, but it is not your fault.

4 Thank you.

5 I did want to say I'm very happy with
6 the labor committee and how things are progressing
7 there, and I hope our negotiations will go much
8 quicker than they have in the past, and that we will
9 stay up-to-date with all of our contracts.

10 I want to thank you for the job that
11 you are doing, Lisa, very nice. Thank you very
12 much.

13 CHAIRMAN DALEY: Commissioner Collins.

14 COMMISSIONER COLLINS: I am going to try
15 and be very brief here. Let me ask you this: What
16 role do you play in writing job descriptions and
17 doing whatever amendments are necessary to comply
18 with the Shakman agreements as it relates to changes
19 in the personnel code?

20 MS. LARKIN: With respect to job
21 descriptions, we have a small group of three people
22 in our organization that work with the departments
23 to create new job descriptions or revising the
24 existing job descriptions. We try to update those

1 job descriptions prior to the position being posted,
2 especially if it is a position that hasn't been
3 reviewed in a while because things change. That is
4 definitely a role of Human Resources.

5 COMMISSIONER COLLINS: Are you aware of the
6 fact -- let me ask you something -- how long have
7 you headed up the Department of Human Resources?

8 MS. LARKIN: I am the Deputy.

9 COMMISSIONER COLLINS: You are the Deputy?

10 MS. LARKIN: I have been there since June
11 of 2011. Maureen O'Donnell is the Bureau Chief.
12 She had a personal matter. She wasn't able to be
13 here.

14 COMMISSIONER COLLINS: How new are you?

15 MS. LARKIN: I have been here since June of
16 2011.

17 COMMISSIONER COLLINS: All of you are here
18 in the new administration, right?

19 MS. LARKIN: Correct.

20 COMMISSIONER COLLINS: But you do need to
21 know what went on in the past, in the history. The
22 history is very important. This is where I see most
23 of the problems. You are good people, but you are
24 really not able to answer the questions in the

1 context that we are asking these questions because
2 we know what was going on before. You basically
3 start off, you are starting off new and that has
4 been a real, real problem.

5 What I have been told, rewriting the
6 job descriptions and whatever amendments needed to
7 be made with the personnel code, after -- after we
8 had gone through the Shakman. The Shakman people
9 had gone through and identified all of the people
10 that were a part of the lawsuit, the grievance that
11 was filed against us.

12 Those were all weeded out. We
13 determined who they were and, of course, we had to
14 make a settlement of a class action suit, which is
15 what it was. We had to make a settlement. Once
16 that period is over, it is simply down to our being
17 able to do the rewriting of the job descriptions so
18 there were no problems or conflicts as it related to
19 whatever changes they needed to make within the
20 personnel code. That has taken four years - four
21 years.

22 The other thing that I am concerned
23 about is why are we not moving forward? Now the
24 excuse is the healthcare system hasn't done what

1 they are supposed to be doing. Before, the
2 healthcare system was waiting for Human Resources to
3 do what they were supposed to be doing. This thing
4 has gone crazy.

5 Did you or did you not complete your
6 job descriptions?

7 MS. LARKIN: Job descriptions change all
8 the time. I am not sure what you mean when you say
9 "not completed them".

10 COMMISSIONER COLLINS: Where is Laura
11 Lechowicz? You have to have some standards. Job
12 descriptions may change all the time, but there are
13 some standard job descriptions. With Shakman, there
14 are some job descriptions with political
15 considerations, and for the exempt job descriptions
16 as well. I don't want to talk about those. I am
17 just saying there are stipulations -- what we have
18 to work out with Shakman -- how many jobs and what
19 jobs are considered exemption positions and whether
20 or not they are exempt positions.

21 All of those things by now should have
22 been taken care of. Those are the holdups because
23 we are trying to get more exempt positions than is
24 necessary. Of course, we had not done the job

1 descriptions or whether they had defined what they
2 wanted from us. I don't know if you amended the
3 personnel code.

4 Laura, what is going on with those
5 three things. I know that you know.

6 MS. FELICIONE: Commissioner, the purpose
7 there was to develop a process. Shakman-exempt
8 positions, Shakman-covered positions, job
9 descriptions are evolving things in any employment
10 process. That is not a holdup in moving forward
11 with substantial compliance.

12 The process has been established. You
13 create a new department. You may have a need for
14 new exempt positions. There is a process in the
15 employment plan for the President to recommend
16 exempt positions moving in the future.

17 We have had an exempt list negotiated
18 since December, 2010. We had job descriptions
19 posted for those exempt positions in early 2011
20 under President Preckwinkle.

21 There is a process in the employment
22 plan, if there was to be a change in exempt
23 positions moving forward. For example, in this
24 budget, as I discussed, in the President's Office,

1 we have a couple of title changes. We have ERP
2 coming out of the Bureau of Finance and it is
3 becoming a standalone department.

4 Pursuant to the employment plan, we
5 have to present those to the Inspector General. He
6 has got fourteen days. That is that process, and
7 that has nothing to do with substantial compliance.

8 The County HR has completed its
9 employment plan. It was completed and filed in
10 March of 2012. Our supplemental policies were
11 completed in August of this year.

12 Now, under the corporate, we are just
13 in the monitoring phase with the Compliance
14 Administrator.

15 The Health System is an independent
16 agency. They have to also file their own employment
17 plan. They file their own employment plan, and they
18 will have their own supplemental policies to
19 complete. They are in the process of working on
20 that, and they are in the process of negotiating
21 that with the plaintiffs. Once their plan is filed,
22 they will still need to be monitored for a period of
23 time.

24 The Compliance Administrator roughly

1 says six months, but depending on whether or not
2 there is changes to your plan, changes to your
3 policy, may address the monitoring phase, as Terry
4 has said.

5 COMMISSIONER COLLINS: Laura, I understand
6 everything you are saying. But the problem is --
7 why is it holding up the Cook County Board? I
8 understand that the Health System is standalone, is
9 supposed to be a standalone. Why can't we come into
10 compliance, and then work with them to do whatever
11 it is that they haven't done so that they can meet
12 full compliance?

13 MS. FELICIONE: The supplemental relief
14 order speaks to the County as a whole. The Health
15 System is an agency of the County. We can explore
16 that --

17 COMMISSIONER COLLINS: Back up - back up.
18 Do you classify the County as a whole as being all
19 of the constitutional offices?

20 MS. FELICIONE: No. Some of the
21 separately-elected officials are their own separate
22 parties in the Shakman litigation. For example, we
23 have the Recorder of Deeds, who has their own
24 Compliance Administrator. The Sheriff previously

1 had one, etcetera.

2 COMMISSIONER COLLINS: I know all of that.

3 MS. FELICIONE: What we look at is Cook
4 County as it relates to Corporate under the
5 jurisdiction of the President. That would be the
6 Health System. That would be HR, Corporate, Public
7 Defender, things of that nature. We still need to
8 get through the Health Systems phase. We can
9 explore that option with the Compliance
10 Administrator at say -- partial compliance relating
11 to Corporate.

12 COMMISSIONER COLLINS: After this, will the
13 Public Defender have to do --

14 MS. FELICIONE: They have agreed to be part
15 of the County's employment plan. There are certain
16 exceptions that have been carved out for the Public
17 Defender in the County employment plan that has been
18 filed. We have worked with the Public Defender in
19 that regard.

20 COMMISSIONER COLLINS: Who is left out?
21 You are saying the Public Defender is okay, and they
22 will come in. Why can't the Health System do the
23 same?

24 MS. FELICIONE: It is my understanding that

1 their plan is being reviewed with plaintiff's
2 counsel. They are negotiating their amendments
3 currently.

4 COMMISSIONER COLLINS: You just named the
5 ones that come under us, and the Health System comes
6 under us. Why can't they do the same thing? Given
7 that the Forest Preserves is totally out there, they
8 have complied. Why can't the Health System come
9 under our compliance?

10 MS. FELICIONE: They need to complete their
11 plan. There are certain steps --

12 COMMISSIONER COLLINS: Why can't they
13 modify their plan using the same system and
14 principles by which we did our plan?

15 MS. FELICIONE: They have used our plan to
16 develop theirs. They have some differences as it
17 relates to how you are going to post for nursing.
18 The way the Health System hires may not necessarily
19 be the way the County hires.

20 COMMISSIONER COLLINS: I agree with you.
21 They need their own Human Resources. I understand
22 all of that.

23 MS. FELICIONE: They at times need a
24 separate process or posting, more flexibility at it

1 relates to recruiting physicians, things of that
2 nature. While they have used the County's plan as a
3 model, they do deviate in certain respects.

4 COMMISSIONER COLLINS: So it should take
5 far less time for them to do their plan. When will
6 they be completed?

7 MS. FELICIONE: They have submitted their
8 plan to plaintiff's counsel. It is being reviewed
9 by the Compliance Administrator and plaintiff's
10 counsel.

11 COMMISSIONER COLLINS: Thank you.

12 CHAIRMAN DALEY: Commissioner Schneider.

13 COMMISSIONER SCHNEIDER: Thank you, Mr.
14 Chairman.

15 I know you are probably going to tell
16 me that the information that I want to know is how
17 many sick days someone can accumulate is somewhere
18 in here. But I am going to ask you anyway. How
19 many sick days can someone accumulate, maximum?

20 MS. LARKIN: I believe it is 175.

21 COMMISSIONER SCHNEIDER: One hundred and
22 seventy-five sick days -- have you ever done a study
23 -- let me take a step back.

24 FMLA -- there has been significant

1 abuse at the JTDC with FMLA. At some point, people
2 were charged or it has been alleged that there has
3 been abuse of FMLA, to the point that we use
4 Wackenhut probably way too much, more than we
5 should. Hopefully, this is one of the things that
6 this new private contractor is going to be
7 addressing, some of these alleged abuses of FMLA.

8 Has anybody in the County charted the
9 abuses or lack of abuse in sick leave, in sick time?
10 How do we compare with the sick time used in the
11 private sector? Does anybody check and see if they
12 accumulate one day a year? Are we more or less
13 likely to reach that maximum every year per
14 employee? Are we on the lower end of that scale?

15 Where does the County sit -- because I
16 would like to go out and tell the people in my
17 District -- hey, County employees are really
18 hardworking people. Most people take seven - eight
19 - ten - twelve. They use all of their sick days,
20 but here at the County they don't. I would like to
21 know one way or the other how that is.

22 MS. LARKIN: The Offices under the
23 President, we are currently running at about 5.7
24 sick hours per employee per month. So less than a

1 day.

2 COMMISSIONER SCHNEIDER: Less than a day
3 per month?

4 MS. LARKIN: Right. Per employee on
5 average. We created this Web-based tool because our
6 current JD Edwards system is not user-friendly when
7 it comes to trying to monitor employee behavior and
8 trying to identify if you might have a pattern of
9 abuse.

10 We created a tool that we have been
11 training -- mandatory training for all supervisors
12 this past year. It basically gives the department
13 and the supervisors a list of every sick time that
14 their employees have taken. We developed some
15 absence profiles that would be kind of "patterns of
16 abuse profiles". Mondays and Fridays -- before and
17 after a holiday -- using one sick day every month,
18 an earner and a burner.

19 We run this program against those
20 absence profiles every month. We have a list and
21 they can go look at the absence pattern of those
22 employees.

23 Now, it could be that somebody falls
24 on that list and there is no abuse going on at all.

1 In fact, ninety-nine percent of the time that is
2 probably the case. But the feedback that we have
3 gotten from the managers has said that it has been a
4 very valuable tool for them to be able to monitor
5 employees' behavior. It has been a useful tool for
6 them to use with employees when they want to have
7 that conversation with them about their attendance.

8 COMMISSIONER SCHNEIDER: How long have you
9 been doing that?

10 MS. LARKIN: Since December of 2012.

11 COMMISSIONER SCHNEIDER: December of 2012
12 you have been tracking. It sounds like you are
13 doing a pretty good job of tracking that. I think
14 it is a valuable tool as we move forward in
15 understanding the value of really good employees and
16 those that may not be quite as diligent in their
17 work.

18 Let me go back. If you say they take
19 5.6 hours a month, that would equate to probably
20 seven days a year?

21 MS. LARKIN: Correct.

22 COMMISSIONER SCHNEIDER: Is that about
23 right? Seven out of twelve days per year they are
24 basically using this, most employees?

1 MS. LARKIN: Right.

2 COMMISSIONER SCHNEIDER: Another thing I
3 wanted to ask you. Since eighty to eighty-five
4 percent of the County budget is employees' salaries,
5 benefits, pension-related, I sometimes find it odd
6 that we can go one or two or three years sometimes
7 not even knowing about a contract until it comes
8 before us at the Board on an agenda item and we
9 would say we just approved a contract with this
10 designation -- the Sheriff, the custodians, this,
11 that, or the other.

12 Is there any value in the
13 Commissioners receiving -- or is it delivered and I
14 don't know it from the Labor Committee, because I am
15 not on the Labor Committee -- like a quarterly
16 update on where we are in our labor negotiations?
17 Is that something that would be valuable to us? Do
18 you think that would be a piece of garbage because
19 you are always in flux and you don't know where you
20 are at?

21 I think it is something that
22 Commissioners should know where we are at in the
23 process. I think you said at the end of 2014 it is
24 an aggressive goal to finalize an agreement from

1 January, 2013, to 2016. At least if we got
2 something like that, we would know maybe if we are
3 ahead or behind in that curve, and where we are in
4 our negotiations, where the employees' unions are,
5 and where the County is, and where we are hopefully
6 going to meet.

7 MS. MEADOR: Lisa Meador, Director of
8 Labor.

9 We would be happy to provide some
10 information quarterly as to the status of
11 negotiations. Obviously, there is limited
12 information that we can provide as the actual
13 negotiations is not public information, particularly
14 in light of the ground rules that are established
15 with our larger unions.

16 If you feel it would be of value --

17 COMMISSIONER SCHNEIDER: Is it possible to
18 meet privately so that we can understand what that
19 is? Let's say I would want to meet -- I would say
20 this should possibly be confidential information
21 that is distributed to the Commissioners. Would it
22 go beyond that, if I met with, let's say, someone in
23 your Department privately to see where we are at and
24 where the discrepancies are?

1 I believe that collective bargaining
2 has to be one of the most complex issues in this
3 County. I can't imagine, with all of the benefits
4 and everything, with everything -- with the Cadillac
5 insurance coming in -- how you are negotiating all
6 of that. You obviously can keep the same health
7 coverage and how that relates to what their pay is
8 going to be. The leave, the sick time, all of this
9 stuff, all combined; it has got to be an incredible
10 jumble, a pot that you have to navigate through.

11 To me, it is interesting, and it is
12 also very important to me as a Commissioner knowing
13 where we are at. As I said, eighty to eighty-five
14 percent of our County budget goes to employees and
15 related matters.

16 MS. MEADOR: Approximately a little bit
17 over eighty percent of our employees are unionized.
18 So it is significant.

19 It has been a challenge because the
20 prior cycles have been so prolonged in negotiations,
21 which I think is not the best way to negotiate
22 contracts. It is not an ideal way to address your
23 employees. It is not an ideal way to manage, from a
24 management perspective. You have got contracts that

1 are already expired.

2 Our goal is to reverse that trend, and
3 it is just taking time. We have -- in the 2012 to
4 2016 cycle, we have a lot on our plate, particularly
5 with regard to healthcare, work rules, and obviously
6 the wage component that pairs up against those
7 issues.

8 I am happy to provide a timeline as to
9 where we are with our negotiations. If you said
10 that would be helpful, I will be happy to do that.

11 I think it is certainly, from my
12 perspective, it would be of value for you all to be
13 aware of where we are or where we are progressing.
14 It is difficult, I think, for you to know what
15 challenges and obstacles that we face, what affects
16 the timeline, and why it might be delayed in certain
17 aspects, with certain contracts.

18 COMMISSIONER SCHNEIDER: And your report
19 would let us know that?

20 MS. MEADOR: Yes.

21 COMMISSIONER SCHNEIDER: That would be very
22 valuable to me, and I would appreciate that, if you
23 can do that. Then if there is anything beyond that
24 that I wanted, I can meet with you privately on

1 anything like that; right? On any specifics; right?

2 MS. MEADOR: Within certain parameters.

3 CHAIRMAN DALEY: It will be submitted to
4 you as well as to the Chair so we can distribute it
5 for the record.

6 MS. MEADOR: Obviously, within certain
7 parameters. I am not permitted to disclose
8 specifics of the negotiations. But, yes, I can
9 provide information as to the timeline, the groups,
10 and where we are moving. Like I said, on issues
11 that may throw up obstacles.

12 COMMISSIONER SCHNEIDER: Are specifics of
13 the negotiations available to the Commissioners
14 individually? Or you cannot even share that with
15 us?

16 MS. MEADOR: As to the proposals that are
17 on the table, I cannot.

18 COMMISSIONER SCHNEIDER: You can't?

19 MS. MEADOR: No.

20 COMMISSIONER SCHNEIDER: Who does know
21 about that? The Administration? The Committee?
22 Who knows about that?

23 MS. MEADOR: Obviously, our Labor
24 Department. The President's Office is aware, and

1 then our outside counsel. We enter into ground
2 rules with the unions when we conduct negotiations.
3 Part of those ground rules limit what we can share.
4 But I am happy to go through that in detail with
5 you. We can work out what we can discuss.

6 COMMISSIONER SCHNEIDER: I appreciate that.

7 I also believe that it is fairer to
8 the taxpayers and to the employees of the County
9 that we don't negotiate these contracts at the end
10 of the term of the contract. Even for their own
11 budgeting sake, the employees, instead of getting a
12 windfall after four years, why don't they know what
13 they are going to be earning so that they can use
14 that money during that time? Then when we know, and
15 we go to budget perhaps for 2015 and 2016, we know
16 what to include in that budget for wages, salaries,
17 and benefits.

18 As Commissioner Gainer said earlier,
19 have we put the money aside for what we may
20 contemplate to be the negotiated settlement? It was
21 good to hear when Andrea said that we had. But it
22 would be better if we had that contract and we knew
23 what that number was.

24 MS. MEADOR: Absolutely. We have just

1 completed the negotiations for the 2008 to 2012
2 contract, and it rolled right into negotiating the
3 2012 to 2016, which we are doing now. My goal is to
4 get those completed, at least with the large unions,
5 by the end of 2014, so that we can then for the next
6 cycle be negotiating the year before the contract
7 expires, not after the contract has expired.

8 COMMISSIONER SCHNEIDER: Let's not get too
9 crazy. I mean, really. I think that would be
10 great.

11 The last question -- do we have any
12 contracts still out there from the last cycle? Or
13 have we satisfied everything up to 2012?

14 MS. MEADOR: With regard to wages, we have
15 one contract that is still outstanding. It is a
16 Sheriff's contract that went into interest
17 arbitration. We are awaiting the decision from the
18 interest arbitrator. We have some contracts
19 themselves that are still being compiled that will
20 come to the Board for approval as well. But the
21 wage component has already been approved for all of
22 the contracts; so for ninety-four out of the ninety-
23 five collective bargaining agreements.

24 COMMISSIONER SCHNEIDER: Thank you very

1 much.

2 MS. MEADOR: You're welcome.

3 CHAIRMAN DALEY: Commissioner Reyes.

4 COMMISSIONER REYES: Thank you, Mr.
5 Chairman.

6 Good morning, ladies.

7 As it relates to the veterans' status,
8 the preference for veterans to get an interview
9 guarantee, what is the status on that?

10 MS. LARKIN: Commissioner, the status is we
11 have a process put in place. We have worked with
12 Bill Brown to make sure we understand the
13 appropriate documentation we should be looking at.
14 We have submitted it as an amendment to our
15 employment plan.

16 From the plaintiffs, we just got their
17 responses back last week. There is a host of
18 amendments to the plan. Veterans' preference is one
19 of them. We expect to be able to wrap that up
20 within the next two weeks, and we will be ready to
21 go.

22 COMMISSIONER REYES: As far as it relates
23 to our ordinance, the fact is that the ordinance is
24 not in effect or it is in effect, the ordinance that

1 this Board passed?

2 MS. LARKIN: The ordinance is in effect.

3 But before we can actually implement it in real
4 life, we have to incorporate it into our plan.

5 COMMISSIONER REYES: What happens to the
6 individuals, due to -- the fact that the ordinance
7 is in effect governs, is that right? But they are
8 going to miss those opportunities because the jobs
9 are going to be filled while the ordinance is in
10 effect. Where does that leave them?

11 MS. LARKIN: It leaves them under the same
12 process that we are currently working, Commissioner.

13 COMMISSIONER REYES: So, in reality, the
14 ordinance is worth as much as the paper that it is
15 on; is that correct?

16 MS. LARKIN: At the present time, but I
17 expect that to change pretty quickly.

18 COMMISSIONER REYES: I think that is wrong.
19 We passed it. This Board approved it. Now veterans
20 are in the trick bag because of the issues that you
21 just stated.

22 I had an individual come to me about
23 this issue. I was of the understanding that we
24 passed it. It was in effect. I think that's wrong.

1 MS. LARKIN: I understand.

2 CHAIRMAN DALEY: Commissioner Steele.

3 COMMISSIONER STEELE: Terry, on the same
4 issue. Is there any way of having a short-term
5 process to consider veterans for positions that this
6 ordinance approved?

7 MS. LARKIN: There is really no ability for
8 me to do that under the employment plan the way it
9 is currently written. That is why we need to amend
10 it.

11 COMMISSIONER STEELE: How much longer do
12 you think it is going to take for this?

13 MS. LARKIN: I don't think it is going to
14 take us much longer at all. As I said, there are a
15 lot of changes that are going in under one package.
16 The plaintiff and us had it a while. I think we are
17 at the end. I expect that our comments will go back
18 to them this week.

19 CHAIRMAN DALEY: Any other questions?

20 Commissioner Gorman.

21 COMMISSIONER GORMAN: Thank you, Mr.
22 Chairman, and thank you, ladies.

23 Just to follow up on Commissioner
24 Schneider's questions regarding FMLA. You mentioned

1 something about the departments who use FMLA and the
2 percentages. Is there a worksheet from the
3 departments with the utilization that FMLA is being
4 used for, the disabilities, and the costs? Just a
5 general worksheet. If you have it, can we get it to
6 the Chair for distribution?

7 MS. LARKIN: Let me make sure that I
8 understand what you are asking. You wanted to know
9 the different leave types that people are using?

10 COMMISSIONER GORMAN: Yes. What is being
11 utilized per department.

12 MS. LARKIN: We can probably get that out
13 of the system.

14 COMMISSIONER GORMAN: If you can get
15 something, that would be great, and if you can break
16 it down into departments. Then the overall costs
17 for the different types of disabilities, FMLA, or
18 whatever the leaves are.

19 MS. LARKIN: When you says "costs", can you
20 clarify for me what you are looking for?

21 COMMISSIONER GORMAN: In last year's
22 budget, what was the cost -- basically for the 2013
23 budget, what are the departments? You said the
24 Office of the President you are using one day per

1 month as the average; how that is incurred.

2 MS. LARKIN: We can come up with some type
3 of average productivity.

4 COMMISSIONER GORMAN: The productivity
5 costs -- thank you.

6 Regarding the Taleo system, when was
7 that actually implemented?

8 MS. LARKIN: I came here in June of 2011,
9 and it was already implemented.

10 COMMISSIONER GORMAN: Do you find that that
11 is an effective useful tool?

12 MS. LARKIN: We do. I will tell you, even
13 if we didn't have Shakman, we would still want to
14 have an applicant tracking system in place. Most,
15 if not all, corporations do, and Taleo is one of the
16 best in the market.

17 COMMISSIONER GORMAN: That is nice to hear.

18 Also, is Taleo limited or not to union
19 positions?

20 MS. LARKIN: No. All positions. Shakman-
21 exempts we put through Taleo, yes.

22 COMMISSIONER GORMAN: So every position?

23 MS. LARKIN: All career service and all
24 union positions go through Taleo. For Offices under

1 the President, the Forest Preserves, the Hospital
2 System --

3 COMMISSIONER GORMAN: Thank you much, and
4 if you can produce some type of productivity
5 worksheet that would be awesome.

6 MS. LARKIN: Sure.

7 COMMISSIONER GORMAN: Thank you. I
8 appreciate it.

9 CHAIRMAN DALEY: Commissioner Garcia.

10 COMMISSIONER GARCIA: Thank you, Mr.
11 Chairman.

12 Good morning. I wanted to ask you a
13 question regarding the HR functions at the County
14 and the HR functions at the Health and Hospitals
15 System.

16 Can you sort of summarize what has
17 transpired in that relationship? It is my
18 understanding that we were handling HR for the
19 Health and Hospitals System, and that now that is
20 being transferred back. Can you sort of explain
21 what has been the experience? And what is going on
22 in relationship to that transition, if I got that
23 right?

24 MS. LARKIN: We used to perform several

1 functions for the Hospital. For example, any
2 posting that they wanted to put up for a position
3 came through us. We did all of the postings for
4 them. They just didn't have the staff to be able to
5 do that work themselves.

6 Over the course of the last several
7 months, they have staffed up. We have trained them
8 on Taleo. They are now self-sufficient when it
9 comes to their hiring needs.

10 We still handle the collective
11 bargaining negotiations for the Hospital, and we
12 also handle EEO complaints. Our EEO office also
13 serves the Hospital as well.

14 COMMISSIONER GARCIA: I appreciate that,
15 but when was the transfer of responsibilities to the
16 extent that you describe? When was that negotiated
17 to give it back, so to speak, to HHS?

18 MS. LARKIN: It was negotiated back in the
19 February - March time frame. We collectively
20 discussed -- based upon the volume of activity that
21 they have in their HR area and their recruitment
22 area, they determined what resources they were going
23 to need. They posted and filled all of those
24 positions.

1 We stayed involved until those people
2 were brought on board, which was probably in the May
3 time frame. Then in June we conducted some training
4 sessions for those folks on how to do Taleo
5 postings, etcetera, etcetera. We worked with their
6 classification and compensation group as well. So
7 they have been self-sufficient since about July 1.

8 COMMISSIONER GARCIA: Thank you for that.

9 Do you feel that there has been delays
10 in some functions of HR due to the transition?

11 MS. LARKIN: Here in the Offices under the
12 President?

13 COMMISSIONER GARCIA: Since the transition
14 began in February, I believe you said?

15 MS. LARKIN: I'm sorry. Can you repeat the
16 question?

17 COMMISSIONER GARCIA: Do you feel that
18 there were hiccoughs, initial challenges and
19 problems that they encountered getting up and
20 running, given that the HR functions were returned
21 to them, as it relates to the healthcare system?

22 MS. LARKIN: I haven't heard specifically
23 of any hiccoughs that they have had since they hired
24 their staff and they have had their training. We

1 work with them in a collaborative manner
2 continually. Any time they have a question or an
3 issue our staff is ready, willing and able to help
4 them in any way we can.

5 COMMISSIONER GARCIA: There were hiccoughs
6 and delays in the posting of a vacancy, for example,
7 in an ambulatory care clinic that lasted a year from
8 the time of the vacancy to the present. I take it
9 that there were problems like that, and that they
10 have had challenges in posting things out of the
11 sheer volume of vacancies that they aspire to post
12 and to fill, and the ability to do that.

13 MS. LARKIN: There is no question. I spent
14 at least two months pretty much every day down there
15 trying to help them out a little bit when they were
16 going through their hiring. The volume is
17 substantial. More substantial than it would
18 probably normally be because of the need to staff
19 the ambulatory clinics for the 1115 waiver.

20 Because they are so heavily unionized,
21 as Lisa mentioned before -- we have these issues.
22 We have got to post internally first. People get a
23 transfer opportunity. Then, in the case of some of
24 the nurses, it goes internal for transfer, and then

1 internal to the rest of the System before it ever
2 goes external. So it is a long process and I know
3 it is something that Lisa is working with the unions
4 on in negotiations.

5 COMMISSIONER GARCIA: Finally, do you
6 foresee the additional transfer of responsibilities,
7 as you mentioned, the labor relations to HHS? Will
8 that also be happening? Or will that stay with you?

9 MS. LARKIN: The collective bargaining
10 negotiations will stay with Lisa.

11 COMMISSIONER GARCIA: Is that all of labor
12 relations, the collective bargaining?

13 MS. LARKIN: They handle the day-to-day
14 labor issues that come up.

15 MS. MEADOR: We had handled all of the
16 labor relations issues for many months until they
17 became staffed for labor relations as well, and they
18 hired a senior labor counsel in June who came on
19 board. We have been working with him. He is
20 getting staffed up as well, but we have continual
21 cooperative relationships with them to ensure that
22 he has the tools and information that he needs to
23 move forward in a positive direction.

24 With regard to labor relations, we

1 still will continue to handle all of the collective
2 bargaining, as well as the grievance hearings for
3 third-step and arbitration here in our office, in
4 Corporate. However, they will handle the first step
5 and second step for the grievance hearings.

6 Then the third component, which is the
7 advice and counsel to their department, which is
8 essential, particularly at the Hospital System where
9 it has been lacking for some time.

10 COMMISSIONER GARCIA: Thank you.

11 Thank you, Mr. Chairman.

12 CHAIRMAN DALEY: Commissioner Reyes.

13 COMMISSIONER REYES: Thank you, Mr.
14 Chairman.

15 I have a follow-up question with
16 reference to Taleo. Are we stuck with Taleo for
17 infinity? Or is that a contract?

18 MS. LARKIN: That's a contract. In fact,
19 it should be coming to you for its renewal maybe
20 November 14.

21 COMMISSIONER REYES: Maureen and you and
22 your staff are recommending renewal?

23 MS. LARKIN: Yes.

24 COMMISSIONER REYES: Has your office

1 received the many complaints that I heard from
2 individuals saying that it takes two to three hours
3 to apply for a posting and sometimes they can't
4 finish up?

5 MS. LARKIN: When we get a call from a
6 potential applicant who is having trouble, we will
7 walk them through it. Some of the changes that we
8 recently made -- that Barbara Pryor helped put in
9 place -- kind of streamlines the application
10 process. We are hoping that we have minimized some
11 of those issues.

12 But, to the extent that anyone has a
13 problem logging on to Taleo or figuring out how to
14 use it, they can call our office. We get calls all
15 the time, and we are more than willing to help
16 people.

17 COMMISSIONER REYES: That is good to hear.
18 How recently are you talking about, Terry, in those
19 changes or improvements?

20 MS. LARKIN: June and July, very recent.

21 COMMISSIONER REYES: Thank you.

22 CHAIRMAN DALEY: Any questions?

23 Vice Chair Sims.

24 COMMISSIONER SIMS: This summer, when we

1 all had to go through that process of meeting with
2 Pat Blanchard and the Shakman person -- what is her
3 name?

4 MS. LARKIN: Letitia.

5 COMMISSIONER SIMS: Is there a way for us
6 to have a meeting in executive -- Mr. Chairman, I
7 think I am directing this to you -- that we have an
8 executive session meeting to discuss the questions?
9 Commissioner Steele and I were in that meeting for
10 three hours. I think the questions that we asked --
11 I would like to know the questions that some of the
12 other Commissioners asked, or did all of us ask
13 almost the same questions? Maybe there was a
14 question that somebody else asked that I didn't
15 think to ask.

16 If we had those same people meet with
17 all of us in an executive session to discuss this, I
18 think that is the only way we are going to clear
19 this up.

20 CHAIRMAN DALEY: Let me look into that to
21 see if we can find out if we can bring that topic up
22 for discussion.

23 COMMISSIONER SIMS: It is an employment
24 issue. Can't we discuss employment issues in

1 executive session?

2 CHAIRMAN DALEY: I know that they have
3 given a status, an update on the compliance, how it
4 pertains to us individually. We will look at it and
5 we will get back to you.

6 COMMISSIONER SIMS: Thank you.

7 CHAIRMAN DALEY: Are there any other
8 questions?

9 Thank you very much, Terry.

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1 **HOMELAND SECURITY**

2 CHAIRMAN DALEY: We will now the Department
3 of Homeland Security, Michael Masters.

4 MR. MASTERS: Good morning, Mr. Chairman,
5 and Commissioners.

6 From the attacks at the Boston
7 Marathon to those at the shopping mall in Nairobi,
8 Kenya, which was four weeks ago today, we continue
9 to face serious threats as both a nation and as a
10 global community. The destructive force of natural
11 events, such as the severe weather that impacted
12 Cook County in April, is an equally powerful
13 reminder of the diversity of the challenges that
14 confront us, and our need to be prepared for all
15 incidents, whether manmade or natural.

16 Over the last twenty-nine months,
17 under the leadership of President Preckwinkle, and
18 thanks to your support, the Cook County Department
19 of Homeland Security and Emergency Management has
20 focused on building the relationships and creating
21 the infrastructure to be a key partner in working to
22 protect against, respond to, and recover from all
23 hazards. While our challenges are diverse, we have
24 made strong progress in our efforts to address them.

1 Utilizing best practices as our guide,
2 and following from Federal guidance, our department
3 has implemented a strong and transparent
4 operational, logistics, information-sharing, and
5 training network, gaining us national recognition,
6 but, more importantly, better ensuring that Cook
7 County and our residents are more safe and secure.

8 Each day, as we have moved farther
9 away beyond past issues, we become more capable of
10 fulfilling our expansive mission.

11 The Department has increased
12 coordination and communication between local, State
13 and Federal jurisdictions, as well as stakeholders
14 in the public, private, and nonprofit sectors
15 through our Duty Desk. We have strengthened
16 relationships, improved information sharing, and
17 increased preparedness.

18 We continue to enhance our operational
19 support to local jurisdictions, upon their request,
20 and in conformity with National Incident Management
21 and Incident Command System best practices. This
22 has included the severeweather of April, 2013, as
23 well as requests for assistance from mutual aid
24 associations as well as law enforcement, utility

1 companies, health and medical-related facilities,
2 and other partners.

3 One of our most important assets are
4 the men and women who keep us safe. The Department
5 is leading the way as a national model for
6 developing and executing training and exercise for
7 local first responders. This past year we provided
8 direct training and exercise to over 6000 first
9 responders in over 120 different courses. In 2014,
10 we will increase this number. The effort that Cook
11 County is undertaking is having a positive impact
12 every day in our communities.

13 The Department also continues to
14 develop an organization befitting the second largest
15 county in the United States; reviewing, adopting and
16 adapting best practices.

17 For the first time, Cook County is
18 undertaking a Threat and Hazard Identification and
19 Risk Assessment.

20 Federal regulations and guidelines
21 also require local governments to prepare and adopt
22 a hazard mitigation plan in order to receive grant
23 plans for mitigation efforts. We have aggressively
24 promoted this initiative. To date, 115

1 jurisdictions within Cook County have agreed to
2 participate; the largest such initiative in the
3 country.

4 The Department recently created an
5 effort known as our Suburban Duty Officer Program.
6 This initiative provides first responders the
7 opportunity to be introduced and trained in the
8 activities and functions of our Department,
9 improving relationships.

10 Of course, all of these programs would
11 not be possible without the competent, respected,
12 and highly-skilled team we have been able to
13 assemble. We continue to recruit the best and
14 brightest.

15 The DHSEM has become a recognized
16 leader in the identification, application, receipt,
17 and responsible management of grant funds, meeting
18 or exceeding County, State, and Federal
19 requirements. This has enhanced the grant monies
20 received by the County.

21 The residents of our County deserve a
22 government that is both open and answerable. From
23 the management of the monies we received to our
24 strategic planning efforts, data-driven performance

1 metrics, as well as integrity initiatives, we have
2 sought to enhance the safety and security of our
3 communities, while being both.

4 A key part of transparency and
5 accountability is being engaged with the people we
6 serve. We continue to hold regular Town Hall
7 meetings with local first responders.

8 We have also expanded resident
9 outreach, attending multiple community events to
10 discuss and educate residents about preparedness
11 efforts. We look forward to continuing to work with
12 your offices to conduct this outreach and
13 partnership activities.

14 Over the course of the last twenty-
15 nine months, under the President's direction and
16 with your support, we have made significant
17 progress. On behalf of the men and women of our
18 department, who are working hard to positively
19 represent Cook County in the homeland security and
20 emergency management field, I would like to thank
21 the Board of Commissioners for your continued
22 support. While we have come a long way, we have
23 much more to do, and we look forward to continuing
24 to work to enhance the safety and security of Cook

1 County.

2 CHAIRMAN DALEY: Commissioner Murphy.

3 COMMISSIONER MURPHY: Thank you, Mr.

4 Chairman.

5 I just want to congratulate you,
6 compliment you, and I cannot give you enough kudos
7 for what you and your staff have done around this
8 County.

9 From Mount Prospect down to Lansing --
10 anywhere that I go they have nothing but praise for
11 Homeland Security and what you have accomplished.
12 Everyone knows that there is Homeland Security in
13 the County. Everyone knows that you are active and
14 you respond to any emergency.

15 I have talked to folks -- I have
16 called you and told you who I talked to. Folks from
17 ComEd, from Comcast -- different large companies.
18 They have nothing but compliments for what you and
19 your staff have done.

20 You have certainly been wonderful.
21 You have been getting a lot of good publicity for
22 the County. I would like to see something about you
23 in the Tribune and the Sun-Times, so the people who
24 live in these communities know that you are here and

1 part of our County government. You have made us
2 proud.

3 Thank you.

4 MR. MASTERS: Thank you.

5 CHAIRMAN DALEY: Commissioner Gorman.

6 COMMISSIONER GORMAN: Thank you, Michael,
7 for your work in 2013 and your projections for 2014.

8 Is there any prediction how much rain
9 we are going to get in the 2014 budget?

10 MR. MASTERS: Rain specifically? I often
11 say that this position has allowed me to become a
12 part-time meteorologist. We are going to continue
13 to prepare for the weather. We can't always predict
14 it, so we are going to continue to prepare.

15 I would note that we are going to be
16 rolling out a number of initiatives, a weather
17 notification tool and others that our local
18 jurisdictions are going to be able to access
19 directly. It is not just about making our team more
20 prepared; but also giving our jurisdictions the
21 tools so that they can do so on their own as well as
22 in partnership with us.

23 COMMISSIONER GORMAN: Is there any type of
24 a Cook County app for the municipalities? How are

1 we going to get that message to the municipalities?

2 MR. MASTERS: It is an online Web-based
3 tool that we are testing right now. We are going to
4 be giving it out to them. We also recently released
5 an RFP, and we will be coming to the Board shortly
6 for the approval of the contract for a mass
7 notification system. That is both so we can alert
8 Cook County employees about issues that they need to
9 be aware of, about facilities and things like that,
10 but also make it available to our residents as well.

11 COMMISSIONER GORMAN: I really appreciate
12 the hard work that you and your department has done
13 to reach out to the municipalities that were
14 victimized from the horrendous floods and rains.

15 The other thing I want to touch on is
16 the grant opportunities. President Preckwinkle, in
17 her budget address, has announced the various grants
18 that have been coming into the County that the ASK
19 was never put out. How is your department impacted
20 with the amount of grants? And can you touch on
21 those?

22 MR. MASTERS: Yes, ma'am. Thank you.

23 We are projecting and we have
24 projected a significant increase in a number of our

1 grants. A lot of that is us being very diligent
2 about applying for them.

3 I will give you one instance; an urban
4 area security initiative, which is the largest grant
5 we receive in collaboration between the City and the
6 County. We saw a \$20 million increase in the award
7 this past year. I think that is a testament to the
8 hard work of our team. We are very appreciative, as
9 well as with the strong cooperation that I have with
10 my counterpart in the City of Chicago -- Director
11 Gary Schenkel -- and our efforts to reach out to the
12 suburban jurisdictions, our regional ability.

13 I think as the Federal Government sees
14 the efforts we are making regionally, they are aware
15 of the impact that we are having in the second
16 largest county in the United States. That \$20
17 million increase is a huge one, and we are going to
18 work to put it to good use on behalf of the
19 residents.

20 COMMISSIONER GORMAN: The \$20 million -- is
21 it specifically earmarked for a particular project?
22 Or could it be based off of your direction?

23 MR. MASTERS: Let me say this: Upon
24 arriving at the Department there was what was known

1 as an Urban Area Working Group, which was the
2 federally-mandated structure to manage these funds.
3 The Urban Area Working Group was a finding of the
4 DHS Office of the Inspector General audit related to
5 the State and our urban area.

6 Director Schenkel and I, we completely
7 revamped how UAWG functioned to make it more robust.
8 We are continuing to tweak it. We put the grant
9 opportunities out for all of our suburban
10 jurisdictions, allowed them to apply for funds, and
11 then we worked to try to create a regionally
12 interoperable plan that makes sense.

13 COMMISSIONER GORMAN: Thank you very much,
14 Michael.

15 CHAIRMAN DALEY: Commissioner Collins.

16 COMMISSIONER COLLINS: I would like to
17 commend you, too, for the outstanding job that you
18 are doing. You all are there whenever there is any
19 kind of an emergency. The first responders, they
20 are there and they are recognized. I went down when
21 they called the ghost train runaway -- of course
22 that is in my District. By the time I got down
23 there to where the train was, you had been there.

24 They were talking about you. Whatever

1 you all could do there -- not only in that area, but
2 throughout the western suburbs. Everybody seems to
3 say the same thing about you.

4 I have one question. Maybe I wasn't
5 here when you were talking about reserves. The
6 thing that happened, which you don't have, is the
7 control over how many floods we are going to have,
8 how devastating they may be, or how destructive they
9 may be. That is running out of money.

10 One of the things that hurt me so
11 badly in 2008, and then it came back. We hadn't
12 finished 2008, and then 2010 came up with all of
13 those floods. They seem to get worse.

14 Let me ask this question first. Is
15 there any way that Homeland Security can help with
16 the infrastructure that will help local
17 municipalities linking in with even the Water
18 Reclamation Board to do something about the
19 continuous flooding over and over?

20 It seems to me that we would spend
21 less money in the long run if we could just come up
22 with the money. What can Homeland Security do
23 across the country to try and get those targeted
24 areas where we spend an enormous amount of money?

1 The last time, in 2010, we left a lot
2 of people with water. They ran out of money,
3 totally out of money.

4 Are you reserving any money for just
5 in case we really have a serious disaster when it
6 comes to flooding so that will never happen again?

7 I literally had tears in my eyes. I
8 had, in my buildings, about \$75,000 of damage at one
9 time and I didn't get one dime, even though I
10 qualified. There were people with absolutely
11 nothing, still standing in water six - eight months
12 later in their house and couldn't get in the house.

13 I don't ever want to see that happen
14 again. So what kind of service are you trying to
15 do?

16 MR. MASTERS: I think the adage "an ounce
17 of prevention is worth a pound of cure" is certainly
18 true in the emergency management world. So to go to
19 your second point, Commissioner, the multihazard
20 litigation plan that I referenced in my opening
21 remarks is certainly one that is working to address
22 the problem that you have highlighted. We are
23 required, under Federal guidelines in the Disaster
24 Mitigation Act of the year 2000 to have an adoptive

1 mitigation plan.

2 When we arrived at the Department, the
3 Department had previously applied for a grant to
4 execute that plan, but had not done so. We worked
5 very diligently with the Illinois Emergency
6 Management Agency, as well as the Federal Emergency
7 Management Agency, to get extensions on those grant
8 funds.

9 I have to compliment you. You often
10 see me here with Susie Park, who is our Director of
11 Financial Control, and her team, with the wonderful
12 job that they do. We got those extensions.

13 We onboarded a partner that has had a
14 one hundred percent success rate in terms of getting
15 their plans approved by FEMA. So we have been
16 actively working to get local participation in this
17 plan.

18 I mentioned the number -- we have
19 actually 117, not 115, 117 jurisdictions within Cook
20 County who had signed on to participate in this
21 effort. A few more that are participants of a
22 mitigation plan with the bordering counties so they
23 don't necessarily need to participate in ours. What
24 that participation does is they fall under the

1 County's umbrella. When the mitigation plan is
2 complete -- it is as sizeable undertaking, but once
3 it is complete, they will be able to apply to the
4 Federal Government for mitigation funds.

5 Those mitigation funds allow the
6 municipalities to proactively address some of those
7 infrastructure issues, watershed issues, etcetera.

8 I will continue to keep you and your
9 offices updated on the progress of that plan. We
10 have created a steering committee which involves
11 groups like you mentioned -- not only the local
12 jurisdictions, but some of our stakeholders, like
13 the Metropolitan Water Reclamation District and
14 others that are really vital. I describe this as an
15 ecosystem.

16 I use the example a lot of a house
17 fire. When the firemen show up, they need water
18 coming out of the hose. To do that, we need pumping
19 stations. To make sure the pumping stations work,
20 we need electricity. If we forgot the transformer
21 at the front end, with ComEd, there is no water
22 coming out of that hose. So we are really trying to
23 approach this as a holistic system. We are working
24 on those issues.

1 COMMISSIONER COLLINS: If you run out of
2 money, what do you do for the mitigation?

3 MR. MASTERS: The money that I think you
4 are referring to -- correct me if I am wrong,
5 Commissioner -- is that which is made available
6 through individual assistance. Those are Federal
7 dollars. I can get back to you as to the total
8 amount of money that has become available.

9 In the floods in April, for instance,
10 we have had 78,000 claims filed here in Cook County
11 with FEMA, which is an indication of the devastation
12 of that storm. But it is also a positive. The
13 positive to that is that we have got a lot of
14 feedback and greatly improved the communications
15 with our local jurisdictions, so the residents know
16 to apply and how to do so.

17 COMMISSIONER COLLINS: When you add it up
18 and you look at each of the requests, in dollars,
19 how far off are we with coming up with the adequate
20 funds to address those problems? I think that is
21 the biggest issue.

22 CHAIRMAN DALEY: It is 78,000.

23 MR. MASTERS: Of the 78,000 people, so far
24 the Federal Government has approved over \$109

1 million. For those claims, I will get an updated
2 number for you. Those come from the Federal side.

3 COMMISSIONER COLLINS: The Federal
4 Government, that is where they come from, from FEMA?

5 Thank you.

6 CHAIRMAN DALEY: Commissioner Reyes.

7 COMMISSIONER REYES: Thank you, Mr.
8 Chairman, and good morning, Mike.

9 I am looking at your FTE positions.
10 You are asking for a two position increase; is that
11 correct?

12 MR. MASTERS: Yes, sir.

13 COMMISSIONER REYES: You are eliminating
14 the two administrative assistants, II and III, and
15 combining it into a IV?

16 MR. MASTERS: It depends what page you're
17 looking at, sir. There is a couple of titles that
18 are going to be deleted, that we are working to
19 rectify. A fixed asset accountant is an accountant
20 II, and then two planning IV positions. As you
21 said, the two positions that we are adding are going
22 to be an emergency logistics officer and a training
23 and exercise coordinator.

24 COMMISSIONER REYES: 4701 -- the Deputy

1 Director of Communications and Public Affairs, you
2 are adding that? Was that zeroed out in last year's
3 budget?

4 MR. MASTERS: We never had the title of
5 Deputy Director of Communications and Public
6 Affairs. I believe we had a Communications
7 Director, which is getting zeroed out or is being
8 deleted.

9 COMMISSIONER REYES: So it is just a title
10 change?

11 MR. MASTERS: The position was empty so we
12 brought in a new person with the correct title.

13 COMMISSIONER REYES: Thank you.

14 CHAIRMAN DALEY: Commissioner Moore.

15 COMMISSIONER MOORE: Can you explain to me
16 -- out of the seventy-four applications for aid from
17 FEMA, how many of those applicants actually receive
18 funding here in Cook County?

19 MR. MASTERS: It is going to depend on how
20 the Federal Government finally lines up addressing
21 the entire program. As of this morning, the email
22 that we received from FEMA, it is actually up to
23 78,000 referrals, sir, with an approved amount of
24 roughly \$109 million. We are seeking an update

1 based on that new number that we received this
2 morning from FEMA as to how much available funding
3 will be made to the County residents.

4 COMMISSIONER MOORE: Also, in the case of a
5 weather-permitting emergency -- should the village
6 apply for relief from your office or from IEMA or
7 from FEMA? I am still confused about that.

8 MR. MASTERS: It is a great question, sir.
9 We have been working very diligently to try to
10 clarify that for our jurisdiction. Previously,
11 people would basically send it in to everywhere they
12 could, so that as a jurisdiction they want to make
13 sure that everybody gets it.

14 What we are working to do is to really
15 streamline that process. There is two forms of aid,
16 individual assistance and public assistance. The
17 public assistance, or the PA, is for the costs borne
18 by the jurisdiction itself. The cost of, for
19 instance, the public works agencies to be out
20 cleaning roads and debris and things like that. The
21 individual assistance, which is really for an
22 individual or a business that has flooding and major
23 damage, etcetera.

24 We have worked very diligently with

1 IEMA, the Illinois Emergency Management Agency, over
2 the last two years to clarify the chain of command
3 to the local jurisdictions.

4 So, by and large, what we saw in April
5 was everyone coming through us, for the most part.
6 We were categorizing and cataloging all of the data,
7 and then getting it off to IEMA, and then working
8 with IEMA to get it to FEMA.

9 The damage assessment team process,
10 the preliminary damage assessment team process,
11 which was created from that, was a cooperative. It
12 was really us with the State, with the Federal
13 Government, and the local jurisdictions.

14 I think the closer you get to the
15 local jurisdictions the better because they know
16 where the damage is and they know where the problems
17 are. So we have tried to use our positions in the
18 County to really try to point those things out to
19 the State and FEMA. I think it worked very, very
20 well this time.

21 In the after-action reporting that we
22 have done, between all four levels of government, it
23 seems to be a much more successful model. There is
24 a lot of communication going back and forth.

1 COMMISSIONER MOORE: So, Director, can you
2 walk me through -- if a village gets flooded, their
3 first point of contact should be to call your
4 office?

5 MR. MASTERS: That is what we encourage,
6 sir. Yes, sir.

7 COMMISSIONER MOORE: That is what we want
8 them to do?

9 MR. MASTERS: That is what we want them to
10 do. Our Duty Desk, which is 24/7, 365 days a year.

11 There is a few reasons for that. Let
12 me step back a bit. If we know that the weather is
13 coming, we already are going to be spinning up as
14 agency like we did in April this past year, and
15 started to do conference calls with all of the local
16 jurisdictions -- police, fire, and emergency
17 management.

18 We know historically where it floods
19 in this County. It was somewhat mind-boggling to me
20 that we weren't using that information previously to
21 try to pre-position and deploy our assets.

22 So what we worked to do, a lot of the
23 things we brought on board were generators and
24 portable water pumps. We worked with the

1 jurisdictions that we know historically flood, and
2 we get that equipment to them ahead of time so that
3 their 911 center, or their reservoir doesn't topple
4 over because they don't have a generator or they
5 don't have a water pump.

6 We start the communication very early,
7 and we have been. We encourage those jurisdictions
8 to contact the Duty Desk to let us know if there is
9 anything they might need, in terms of assets. And,
10 certainly, with reporting, speak to us and we will
11 work with them, the State, and FEMA.

12 COMMISSIONER MOORE: This past April we had
13 heavy rains. One of the villages in my District is
14 Burnham and you know we have a golf course there,
15 and it stays flooded. I was on my way to a meeting
16 at the Mayor's Office and it was so bad that I
17 literally had to drive across the grass to get to
18 the Mayor's Office because the streets were flooded.

19 Did they receive or apply for any
20 relief from your office?

21 MR. MASTERS: I can follow up with you
22 specifically as to whether they applied for PA,
23 public assistance, with us. I can tell you that
24 they are definitively a participant in the

1 multihazard litigation plan. They have signed on to
2 participate in that.

3 I would be very surprised if they
4 hadn't been engaged or involved in some form or
5 another with us in our efforts on the flooding
6 information. I can get back to you.

7 COMMISSIONER MOORE: Get back to me.

8 The last thing is for the individuals.
9 I go to a lot of community meetings and the people
10 are upset because their basements are flooded. Some
11 of them are in the City and some of them are in the
12 County. But in the City they should apply with the
13 City, not us?

14 MR. MASTERS: That is correct. We have a
15 very strong process with the City of Chicago.
16 Usually the residents will go through 311 and apply
17 from the City.

18 I want to be clear -- when they are
19 applying for individual assistance, they should be
20 going through their local jurisdiction as well. The
21 local jurisdiction then comes to us.

22 The local jurisdiction gathers the
23 information. We send them out the forms. We send
24 them out everything they need. Once that

1 information gets logged by the jurisdiction, the
2 jurisdiction gives that to us and we work with them,
3 as well as with the State and FEMA.

4 COMMISSIONER MOORE: When people apply
5 individually to your Department, if they live in the
6 County, do we award them the aid? Or is that
7 processed to FEMA and FEMA awards the aid?

8 MR. MASTERS: FEMA awards the aid.

9 COMMISSIONER MOORE: We never award aid?
10 It is not in our budget to award aid?

11 MR. MASTERS: Correct. We do not. There
12 have been times where those grants have run through
13 the County, contrary to national best practice. We
14 make sure it goes through FEMA now.

15 COMMISSIONER MOORE: Thank you.

16 CHAIRMAN DALEY: Vice Chair Sims.

17 COMMISSIONER SIMS: Hi, Michael.

18 MR. MASTERS: Good morning, ma'am.

19 COMMISSIONER SIMS: I can only tout the
20 good things that you do for Cook County because I
21 know you are on top of everything. I know we get
22 those e-blasts from you when the weather is bad. I
23 think that is a great thing. That keeps us
24 informed, and I feel that all I need to do is check

1 my email.

2 You have us on top of things. If
3 someone were to ask us, we are able to talk about
4 exactly what is going on in our communities.

5 Usually we have flooding in Matteson
6 and Olympia Fields. It is right there -- it is
7 right there at Vollmer Road. Have they signed on to
8 be one of the villages that you send the equipment
9 and whatever else it is that they need?

10 MR. MASTERS: Olympia Fields, yes. The
11 other jurisdiction, I am sorry?

12 COMMISSIONER SIMS: Matteson. They will
13 hit me because I have said it wrong -- Matteson.

14 MR. MASTERS: I will get back to you on
15 Matteson.

16 COMMISSIONER SIMS: If they have not, could
17 you reach out to them as well to make them a part of
18 that?

19 MR. MASTERS: Yes.

20 COMMISSIONER SIMS: There is this new drug
21 that is coming in from Russia, that eats the body --
22 what is it called?

23 MR. MASTERS: Crocodile.

24 COMMISSIONER SIMS: Are they ruling that as

1 a terrorist drug? Are they saying the terrorists
2 are bringing that in? If so, at what point will
3 Homeland Security play a part in that because that
4 is truly something that seems like it is really
5 dangerous.

6 MR. MASTERS: I can check back with some of
7 our people as to whether there are any terrorist
8 implications. My understanding is it is essentially
9 a very cheap alternative to heroin, and the
10 components that they are mixing together of codeine
11 and gasoline and a number of other things. It is
12 the actual chemicals that they are utilizing, and
13 this is my understanding, that is causing the
14 reaction that is basically a gangrene or a rotting
15 from the inside out when it is injected. I can
16 check to see if there is anything official.

17 COMMISSIONER SIMS: I would think at some
18 point some crazy person is going to figure out that
19 this is another way of trying to do something to the
20 US. If that is not part of your watch, maybe that
21 is something that should be part of somebody's
22 watch.

23 MR. MASTERS: Let me just follow up.
24 Matteson is included.

1 COMMISSIONER SIMS: You will get back to me
2 or get back to us as far as does that have any
3 terrorist implications?

4 MR. MASTERS: Yes, ma'am.

5 COMMISSIONER SIMS: Thank you. Keep up the
6 good work.

7 MR. MASTERS: Thank you, ma'am.

8 CHAIRMAN DALEY: Commissioner Murphy.

9 COMMISSIONER MURPHY: Thank you, Mr.
10 Chairman.

11 I have another question. You said
12 there is 115 communities that have signed on. I
13 would like to get a list of those so that if any
14 that are in my District have not signed on, I would
15 like to contact them to have them sign on.

16 I was wondering -- have you worked
17 with the South Suburban Mayors and Managers and the
18 Southwest Suburban Mayors and Managers; have you
19 attended any of their meetings to make sure that all
20 of them are signed on?

21 MR. MASTERS: We regularly send a
22 representative.

23 COMMISSIONER MURPHY: I know that. I am
24 just asking.

1 MR. MASTERS: We are very engaged with
2 them. We are also working collaboratively with them
3 on a project, with the Southwest Suburban as well.

4 COMMISSIONER MURPHY: With the South
5 Suburban?

6 MR. MASTERS: Yes, ma'am.

7 COMMISSIONER MURPHY: What about the
8 Southwest Mayors and Managers?

9 MR. MASTERS: I will follow up with them.
10 I am not sure right off the bat as to whether we
11 have attended one of their meetings specifically,
12 but I will make sure we do so.

13 COMMISSIONER MURPHY: Please do, because
14 they are the counterpart to the South Suburban. It
15 is on the west side of my District. If I can get
16 that list, I certainly will get the information out.

17 Thank you.

18 CHAIRMAN DALEY: I would assume -- to all
19 of the conferences would be a suggestion to follow
20 up on.

21 COMMISSIONER MURPHY: Yes.

22 CHAIRMAN DALEY: But I do know that you are
23 concentrating on your base, which is good, and I
24 concur with you.

1 COMMISSIONER MURPHY: Yes, I am.

2 CHAIRMAN DALEY: Mike, just as a follow-up
3 on the 78,000. Let us know the ones who are
4 actually receiving the assistance.

5 MR. MASTERS: Yes, sir.

6 CHAIRMAN DALEY: I have mentioned this to
7 you, and we had this discussion numerous times,
8 about the Homeland Security money being used -- I
9 think you said it is limited. It is only for
10 terrorism, certain parts. But I believe other
11 Commissioners have terrorism on their streets.
12 Maybe some of this money could be used to help with
13 programs, such as violence prevention, and it can
14 assist with substance abuse.

15 MR. MASTERS: While the Homeland Security
16 grants are somewhat limited, sir, you will note from
17 our budget that we have recently taken over the
18 management of the justice assistance grant. There
19 is some management administrative reasons for that.
20 But that grant has some more opportunity to be
21 utilized on some of those everyday crime prevention
22 activities.

23 As we move forward with that grant, we
24 certainly will be discussing what are the priorities

1 with the Board, the Commissioners, and, obviously,
2 with the President. The violence and antiviolen
3 initiatives, I think that is something that is near
4 and dear to all of us. We will look to leverage
5 that grant as best we can for those purposes.

6 CHAIRMAN DALEY: Thank you.

7 COMMISSIONER COLLINS: And jail diversion.

8 CHAIRMAN DALEY: Yes. The Commissioner
9 just mentioned jail diversion as well.

10 Are there any other questions?

11 Thank you very much, Michael.

12 MR. MASTERS: Thank you, sir.

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1 **BUREAU OF TECHNOLOGY**

2 CHAIRMAN DALEY: Commissioners, what we are
3 going to do is recess to the hour of 1:15. This
4 afternoon we will have the Veterans Assistance, the
5 Bureau of Technology, Human Rights, and the Board of
6 Commissioners.

7 Is it the will of the Board to
8 continue? Okay. Why don't we proceed with the
9 Bureau of Technology?

10 Commissioners, some of you were asking
11 about Thursday. We have tried to adjust the Clerk's
12 schedule, and she was not available. The
13 Independent Inspector General was not available, and
14 the County Treasurer is trying to change her
15 schedule to move up.

16 I know tomorrow we have Health and
17 Hospitals at nine o'clock. I am trying to see if we
18 could schedule some of them for tomorrow afternoon.
19 Friday, as you look to Friday, Friday will be a very
20 busy day. We have the Sheriff, the County Clerk,
21 and the Chief Judge.

22 We will proceed now with the Bureau of
23 Technology, Lydia Murray.

24 Lydia, I'm going to ask to be entered

1 into the record a letter dated October 18, 2013,
2 from my office to you, the Chief Information Officer
3 of the Bureau of Technology.

4
5 (Whereupon said document is in
6 words and figures as follows:)

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INSERT #2

LETTER DATED 18 OCTOBER 2013
FROM JOHN P. DALEY, CHAIRMAN, FINANCE COMMITTEE,
COOK COUNTY BOARD OF COMMISSIONERS
TO
LYDIA MURRAY, CHIEF INFORMATION OFFICER OF THE
BUREAU OF TECHNOLOGY

1 CHAIRMAN DALEY: We will now have the
2 Bureau of Technology, Lydia Murray.

3 MS. MURRAY: Is it good morning or good
4 afternoon?

5 CHAIRMAN DALEY: It is good afternoon. It
6 is 12:05.

7 MS. MURRAY: Good afternoon, Commissioners.

8 Thank you for the opportunity to
9 discuss the technology budget for the County for
10 2014. As President Preckwinkle announced last week,
11 this year's budget shows a significant focus on
12 technology, including a \$40 million capital IT
13 investment, and we have our work cut out for us this
14 year. Before I give the details of the plans for
15 the three departments that make up the Bureau of
16 Technology, I wanted to speak briefly about the
17 efforts made in 2013 to bring the Bureau to the
18 point where it will be able to execute on
19 implementing significant investments in technology
20 in 2014.

21 Last month I celebrated my one-year
22 anniversary at the County. When I took on this
23 role, my first goal was to try to get a good
24 understanding of the major technology pain points

1 and vulnerabilities. I interviewed department
2 heads, users, Board members, other elected offices,
3 and vendors to find out the lay of the land
4 regarding County technology. The comments heard
5 most often from County users was that the County's
6 network was slow, the systems and equipment were
7 old, and our department wasn't very responsive.

8 Other elected offices told me that
9 they didn't trust the Bureau, and didn't want to
10 partner with us on any technology projects. Vendors
11 thought our IT requirements in our procurements were
12 unclear and hard to respond to. And, from
13 discussions with Commissioners, I heard again and
14 again the statement, "We spend and authorize gobs of
15 money for technology, but nothing seems to get any
16 better. Our technology never seems to improve and I
17 can't see where our money is going."

18 I keep that list of initial feedback
19 on the back of my office door so that I can remember
20 what matters to people that our Bureau services each
21 day. I knew that the only way that I could begin to
22 address the concerns was to build a team of really
23 talented people who understand technology, and know
24 how to deliver service. For the past year, the team

1 sitting behind me and over there has begun to tackle
2 some really hard technology issues. They have begun
3 to address some basic technology fundamentals.

4 Here are some of the things we have
5 tackled in 2013 to try to address those concerns I
6 heard when I first came on board:

7 We have invested a great deal in our
8 Internet network. Now I compare this to investing
9 in the plumbing and electrical work that goes into
10 your house. It is not cheap, and you can't see it,
11 so you don't really appreciate it or notice it until
12 it doesn't work and your lights flicker and the
13 toilets back up.

14 In 2013 we more than doubled the
15 capacity of the pipe to the Internet for County
16 employees, and strengthened the core network. No
17 one comes up to me and says, "Wow, Lydia. My Google
18 search was lightning fast today -- thanks." We just
19 expect it to be super fast all the time. And the
20 core of our network is in much better shape today,
21 delivering much faster speeds than it was at the end
22 of 2012. As a result, I am not hearing nearly the
23 complaints any more about slow Internet connections.

24 To address the issues of

1 responsiveness, we have published a service catalog.
2 I handed out a one-pager that is just one page of
3 what the catalog looks like, but it is about a
4 forty-page catalog that we developed in the spring.
5 This is a simple document that lists out all of the
6 services that we provide, how to access them, and
7 what the expected turnaround time will be to deliver
8 on a service. We are starting to measure our
9 performance against the service targets that we set
10 out in that document.

11 In working with vendors, we have put
12 an enormous amount of effort into writing better
13 RFPs and making sure we are paying our vendors on
14 time because we need to be known as a great partner
15 that top firms want to work with, if we are going to
16 attract the best technology companies as
17 collaborators with the County.

18 I am perhaps proudest of the
19 turnaround in the level of collaboration with the
20 other elected offices. I worked hard to build their
21 trust and earn their respect. We have been able to
22 come together on efforts like replacing our property
23 tax system or having more integrated criminal
24 justice systems.

1 When the Bureau demonstrates
2 competence and an IT vision to the other elected
3 offices, they are completely willing to partner to
4 maximize the investment for the taxpayers. I value
5 the hard work and dedication of my fellow CIOs in
6 the other elected offices, and I look forward to
7 delivering on several major IT solutions for the
8 County in 2014.

9 In order for the Bureau of Technology
10 to tackle replacing big systems, we have to build up
11 our skills around project management and change
12 management. We have to establish ways to track
13 project progression and delivery. We have become
14 more discipline in how we execute on planning and
15 delivering IT projects.

16 We have made standard templates,
17 conducted training, and have standard reporting on
18 the health of our projects. We have seven trained
19 project managers on board, and are adding four more
20 because we have over one hundred new projects in our
21 pipeline.

22 Finally, I think my most important job
23 is to make sure that this Board understands the
24 technology direction and investments we are making,

1 and agrees with me that we are choosing the best
2 investments and are on the right path forward.
3 Today's discussion is critical to that
4 understanding. I have spent time with many of you
5 talking through the direction on critical systems
6 like our payroll system and other important contract
7 and investment choices. Your support and confidence
8 in our IT investment decision is vital.

9 I know the development of new IT
10 systems will strengthen the County operations and
11 better serve our residents. With technology, we
12 take something -- a process or a system or an
13 activity -- and work to make it better. We work to
14 make it run better, to operate better. We work to
15 make the interaction better than how it used to be.
16 Technology at its best makes it possible for people
17 to live and function in a more convenient
18 circumstance. But just because technology makes a
19 process simpler or easy to use doesn't mean that it
20 is simple or easy to implement. The hard work of
21 installing technology systems well is around the
22 change management part of putting in a new system.

23 The technical side of change --
24 installing computers and software -- that is the

1 easy part. But managing the people side of the
2 change is hard. In my view, IT projects don't often
3 deliver on their goals because we roll out a system
4 that works functionally, and we try to get people to
5 change through rules and policies without addressing
6 an organization's culture or individual's interests
7 and motivation. In the end, we ultimately don't get
8 users to buy in to adopt the technology.

9 As we move forward with the County IT
10 projects, we are focusing on both the people side of
11 change as well as the technical change to ensure
12 success.

13 I believe in the power of technology
14 to make this County a better place. I want Cook
15 County to be known as the best county in the country
16 for creating and delivering on IT projects and
17 systems. I want people from around the country to
18 come here and marvel at our criminal justice
19 technology, our property tax technology, and our
20 health technology. The residents we serve and the
21 County workers who deliver those services deserve
22 high-functioning technology and systems.

23 I know this year we have our work cut
24 out for us to put the IT building blocks in place --

1 like the electrical and plumbing software. So now
2 in 2014 we are ready to tackle the replacement of
3 the ugly 1970s mustard yellow kitchen. Let me walk
4 you through a few of the details of those plans for
5 each department.

6 It is actually in the handout.
7 Instead of walking through those details, why don't
8 I just take questions because I know you guys
9 probably want to get to lunch.

10 CHAIRMAN DALEY: Thank you, Lydia. I let
11 Lydia know about a year ago there were questions in
12 the department hearings from a number of people in
13 public safety on not sharing that information. Have
14 you seen any improvement on any of the new
15 technology? And will you continue to sign off on
16 that, to make sure that they are not having the
17 problem that they had in other times? And that they
18 are talking to each other and when they said that
19 the communication was not there --

20 MS. MURRAY: With regard to criminal
21 justice in particular, we have both systems that are
22 the end of their useful life that we need to replace
23 so that they can collect data in a better way.

24 We talked last week at the IT

1 Subcommittee. They were creating a technology bus.
2 It is a better way to structurally share data among
3 all of the offices and all of the public safety
4 offices are committed to that data-sharing strategy,
5 both architecturally and the fact that we need to
6 share data from their core systems in a much better
7 way.

8 Much of it, as you know, is on paper
9 today, that we need to get that paper into their
10 core systems and have the systems talking to one
11 another in a better way.

12 CHAIRMAN DALEY: That was my concern, that
13 as we move along that there is no lack of
14 cooperation. We have heard that before, that the
15 people are willing to come to the table, but when
16 they get to it, they fall back and they are worried
17 about their independent offices.

18 That is the problem with the elected
19 officials. I know the President is informed, and
20 hopefully the Board can be informed.

21 As far as public safety, the Hospital
22 is out buying new systems. Will you be involved
23 before this new equipment is purchased? We were out
24 at Oak Forest a couple of weeks ago and they were

1 saying that the communication from Oak Forest to
2 Stroger, to Provident, or anywhere within the
3 system. If you go in for a test, and you end up at
4 Stroger a day or so later, that they will be able to
5 pull up internally your records.

6 MS. MURRAY: I am working closely with the
7 Health System. Doctor Bala Hota is the CIO at the
8 Health System.

9 The two things in particular that we
10 provide for the Health System is, number one, their
11 network. So we strengthened the network to Stroger
12 earlier this year with broadband fiber earlier this
13 year. We are currently strengthening, planning this
14 out -- you will see the contracts coming before you
15 to go to Provident and to Oak Forest. All of those
16 are on high-speed dark fiber and be able to share
17 information better.

18 My Bureau provides the network for the
19 Health System. We also provide telecomm. In last
20 year's budget, we merged the telecommunication
21 offices of the Hospital System and the Bureau of
22 Technology. I worked on the telephones, the
23 cellphones, all of the communications of the
24 offices.

1 We are working with the Hospital
2 System with regard to disaster recovery, in their
3 disaster recovery efforts. They do have a separate
4 procurement process. It is different than the other
5 elected offices that get CIO concurrence. They have
6 a different procurement process to buy technology.

7 Doctor Hota is in constant contact
8 with me about the purchases that they are making for
9 the Health System.

10 CHAIRMAN DALEY: Vice Chair Sims.

11 COMMISSIONER SIMS: Thank you.

12 How are you?

13 MS. MURRAY: I'm good. How are you?

14 COMMISSIONER SIMS: You bring a breath of
15 fresh air to our technology department. You are
16 always so excited when you talk about technology,
17 which is good. Commissioner Murphy, myself, and
18 Gorman sat as Chair of this Committee. We have to
19 talk about this because I think we were in the
20 forefront of talking about how do we bring you into
21 one department of technology.

22 How is that working for you?

23 MS. MURRAY: With shared services, I think
24 you have to have competence. I think offices are

1 not going to want to give up control, if they think
2 they are going to get worse service. It is easier
3 to do shared services when there is competence.
4 When they think that they are going to get better
5 service, they do not resist.

6 I have been focused on building up
7 confidence and competence in my department so it is
8 easier to have a discussion about what is the best
9 value for the County.

10 We certainly have done that in
11 telecomm. It is shared services for telecomm, as I
12 mentioned with the Hospital System. I certainly
13 know that for disaster recovery and for security it
14 is shared services that were sort of driving the
15 agenda for both of those areas.

16 With regard to specific applications,
17 those are still being implemented in the Sheriff's
18 Office and the Chief Judge's Office. But with my
19 coordination -- I understand what they are putting
20 in and helping them make good technology decisions.

21 COMMISSIONER SIMS: That is good. How are
22 the employees buying into the fact that they are
23 falling in under one department as opposed to being
24 set in one single department?

1 MS. MURRAY: As I understand that, I was
2 not here for the shared services. It was sort of
3 cast a wide net. I think they look at people's job
4 titles, which isn't always the right way to
5 understand who really is working on technology. I
6 think in last year's budget -- I can check -- there
7 were a total of thirty-two -- I believe that's it; I
8 will double-check that number -- that were absorbed
9 in the department. I think that is going well.

10 I think there are still IT operations
11 in the elected offices. My focus is on building up
12 the confidence in the Bureau of Technology so that
13 we can have discussions around who should provide
14 those services. Because there are economies of
15 scale, but you have to do it well. You have to
16 provide good service.

17 COMMISSIONER SIMS: Lydia, I just want to
18 say "thank you" for helping to bring us into the
19 twenty-first century, as far as technology, finally.
20 You always seem so excited when you talk about
21 bringing something new to Cook County. I believe
22 that is your goal. I believe one day your vision
23 will be seen and we will get there.

24 MS. MURRAY: I will have a few more gray

1 hairs.

2 COMMISSIONER SIMS: You probably will, and
3 I probably won't -- I will be ninety when you will
4 be my age.

5 You are a breath of fresh air. Thank
6 you for bringing the energy, and thank you for
7 working so hard. Thank you for working with our
8 offices to try to bring the technology that we need
9 and to try to bring us also up to speed to where we
10 should be as well.

11 MS. MURRAY: Thank you.

12 CHAIRMAN DALEY: Commissioner Murphy.

13 COMMISSIONER MURPHY: Thank you, Mr.
14 Chairman.

15 Hi, Lydia. How are you?

16 MS. MURRAY: I'm good.

17 COMMISSIONER MURPHY: My question is a
18 little bit different, in a different category. I
19 understand there are three electrician vacancies in
20 your department. I understand you have hired one.
21 You have filled one of those?

22 MS. MURRAY: Two started today.

23 COMMISSIONER MURPHY: Two started today, so
24 there is one left?

1 MS. MURRAY: I have three positions that
2 are vacant. One is a leave of absence. An employee
3 is in a position that is in a leave of absence.
4 When it looks like in my budget the electrician's
5 positions have gone from nineteen to eighteen, that
6 person on leave of absence is just out.

7 When he comes back, it will go back up
8 to nineteen. I have two vacancies remaining. Part
9 of that is we were trying to get some economics of
10 scale when we combined the thirteen electricians in
11 the Health System along with the Bureau of
12 Technology electricians.

13 Actually six and three -- thirteen --
14 so a total of nineteen.

15 I am waiting to see if there is some
16 economies of scale before filling both those
17 positions because I think we are doing a good job,
18 having synergy. I think part of what your vision
19 was for shared services is combining those two to
20 see if we needed to replace all of the vacancies
21 once we pulled the two groups together.

22 COMMISSIONER MURPHY: It is my
23 understanding that there is a lot of overtime with
24 the electricians. When you see a lot of overtime,

1 that means you probably need somebody else in there?

2 MS. MURRAY: Right. We hired two people
3 today. We absolutely want to lower the overtime. I
4 want to wait and see how we do with those two
5 electricians. Some of the overtime is structural.
6 A job that takes twelve hours, that we will never
7 get rid of. So we budget for that each year, some
8 structural overtime.

9 There was a lot of overtime with the
10 RTU, the electricians had to really step up to make
11 sure that they RTU was delivered on time. That was
12 not necessarily expected and we were down. These
13 two electricians that just started today -- I agree
14 there has been overtime. I think that will be
15 reduced with these two electricians. I want to wait
16 just a minute and see how it is going before we rush
17 to fill those with the new shared services that you
18 talked about.

19 COMMISSIONER MURPHY: Would you let me
20 know? How soon do you think you will have an answer
21 to that?

22 MS. MURRAY: The electricians started
23 today. Maybe give me a month to wait and see. We
24 want to make sure they are trained up, and we will

1 definitely address that. If there continues to be
2 overtime, if there continues to be a need, we
3 definitely will fill those positions.

4 I do anticipate filling at least one
5 of them for time and attendance. These electricians
6 will be maintaining the clocks, and we know that is
7 additional work. Once the clocks are up I want to
8 see the schedule of rolling out time and attendance
9 to fill that position.

10 COMMISSIONER MURPHY: Do you think just one
11 will be enough for that?

12 MS. MURRAY: I think so. It won't be one
13 person dedicated to all of the clocks, but the
14 workload spread across all the electricians I think
15 will demand filling that position.

16 COMMISSIONER MURPHY: How soon do you think
17 that will be?

18 MS. MURRAY: Time and attendance is
19 scheduled to start in the winter after payroll is
20 upgrade. It is more like going to be springtime,
21 installing the clocks and getting the system up for
22 testing

23 COMMISSIONER MURPHY: Thank you, Lydia.
24 You are doing a good job, as Commissioner Sims says.

1 Liz Gorman, I, and she were pushing for this way
2 back when and didn't get anywhere. We are very
3 happy that it is happening now because this is an
4 ideal situation. If everything is under one roof,
5 certainly the system is going to go much smoother.

6 It was convincing the elected
7 officials that we weren't going to pry or spy or do
8 anything in their business, and that all of the
9 information was going to be completely safe. I
10 think that is what they were worried about, how much
11 of the information will be shared because it is
12 under one roof.

13 I think you have changed their minds,
14 and you did a good job.

15 CHAIRMAN DALEY: Commissioner Gorman.

16 COMMISSIONER GORMAN: Thank you, Mr.
17 Chairman, and thank you, Lydia, for being here.
18 Thank you for what you are doing.

19 One of the issues that we talked about
20 prior in one of the other hearings was with Human
21 Resources, trying to get some type of productivity
22 sheet. They said they could probably pull it up
23 from the system.

24 The request that we make with IT, with

1 the shared services, that would be something that
2 they could go to your department to help structure
3 or go to?

4 MS. MURRAY: Right. I heard you ask for
5 that. I am going to be producing a report,
6 Commissioner, or help them with that.

7 COMMISSIONER GORMAN: Wonderful. So you
8 understand along those lines what we are looking
9 for?

10 MS. MURRAY: Yes. I will sit down with HR
11 and make sure we are pulling the information they
12 need.

13 COMMISSIONER GORMAN: I was probably on one
14 of those sheets on your door for all of the money we
15 spent as far as the computer vendors that we
16 approved in previous years, obviously before you
17 were here.

18 Did we ever get any type of
19 consideration or money back on those services? I
20 know it is hard to go back to try to get blood out
21 of a turnip.

22 MS. MURRAY: Do you have anyone in
23 particular in mind?

24 COMMISSIONER GORMAN: A whole bunch. IBM,

1 the contracting issues. Not necessarily money, but
2 maybe services that they might have extended as a
3 result of you coming in. I know you walked into
4 kind of a buzz saw when you got here.

5 MS. MURRAY: I can tell you that the
6 management of our contracts has improved. I am
7 trying to make sure that the contractors are
8 delivering what they committed to for the County.

9 Part of that is having good contracts.
10 We spend an awful lot of time -- it is a little
11 difficult if there is vague language or if it isn't
12 clear in past contracts. We are making sure that it
13 is very clear going forward.

14 I have not gotten any rebates, if that
15 is what you are asking.

16 COMMISSIONER GORMAN: I wouldn't expect
17 any, but at the same time I wasn't sure. I wasn't
18 sure if they were more generous or giving from what
19 they got in the past; trying to be more efficient in
20 the future, if they were brought along.

21 MS. MURRAY: I can tell you with the RFPs
22 that I have been involved in we are getting great
23 responses and we are getting really high-quality
24 work. I am thrilled with the responses. Our

1 Medical Examiner implementation is fantastic.

2 The security contract that we will be
3 bringing to the Board shortly is just top-notch. We
4 are replacing our IVR. It was very competitive. It
5 was probably one of the most competitive technology
6 contracts in the country. I will be bringing that
7 to the Board in probably December.

8 We are seeing really good responses
9 now. We are trying to deal with what we have in the
10 past.

11 COMMISSIONER GORMAN: Also, along those
12 lines -- any new positions, grant-funded positions?
13 How is that working for you? We have had several
14 grant requests -- I was wondering how your
15 department is doing in that area and what some of
16 the new positions may be?

17 MS. MURRAY: I have my Chief Information
18 Security Officer. I have been forming a great
19 partnership with Mike Masters and working closely
20 with him on disaster recovery and security issues.

21 My Chief Information Security Officer
22 is funded out of grant funding. To my knowledge,
23 that is the only grant-funded position that we have
24 in this budget.

1 We do have some positions that are
2 funded out of capital. In particular, my project
3 managers. This is just a little bit of my
4 philosophy of how we need to manage projects in the
5 County. In the past, many of the projects the
6 project management was done by the vendor. They
7 were capitally-funded projects, and the vendor
8 brought in the project manager.

9 The County was at their mercy. If it
10 was a good project manager, the project went well.
11 If it was not such a great project manager, maybe
12 not. I am not sure that vendor project managers
13 always had the best interests of the County in mind.

14 I feel very strongly that all County
15 IT projects need an IT project manager, directing
16 that, going through my training, the Bureau's
17 training, understanding the milestones,
18 understanding the process of how to implement a good
19 system.

20 The challenge in the past was there
21 wasn't operating dollars for project managers. We
22 can get a project manager from a vendor, if it was
23 capitally-funded, but not in operating.

24 We have worked closely with the Budget

1 Office to identify full-time dedicated project
2 managers who are working on implementing County
3 employees accountable to me, and for them to
4 implement that. So I have them when they are funded
5 out of capital.

6 Currently, how many positions are
7 funded out of capital -- we have currently eighteen
8 that are going to be funded out of capital, working
9 on capital-dedicated projects.

10 COMMISSIONER GORMAN: The eighteen are
11 filled now?

12 MS. MURRAY: Some are filled and some are
13 not.

14 COMMISSIONER GORMAN: Along the line of
15 shared services that Commissioner Murphy and
16 Commissioner Sims were discussing earlier, following
17 up on their questions -- when they are talking about
18 the consolidation -- instead of them giving you
19 people into the shared services program, everybody
20 kind of works with you trying to make that happen.
21 You talked along the lines of competence. That has
22 been a necessity. Hopefully, that has been
23 addressed where they have the competence level and
24 they also have great communication.

1 How is the cooperation? I know that
2 prior cooperation wasn't there. How is that coming
3 along?

4 MS. MURRAY: I think really well. I would
5 encourage you to ask the other electeds when they
6 are up here. Certainly all of the CIOs, we meet
7 monthly for a half-day meeting to talk about our
8 projects, what our standards are going to be across
9 the County. I think all of the CIOs that work for
10 the elected officials are all swimming in the same
11 direction and paddling in the same direction. We
12 are all on the same page, and that is great.

13 I don't know that that has always been
14 the case, but I think that as a first step that all
15 of the technologists agree about the right solution
16 and the right strategy on projects.

17 COMMISSIONER GORMAN: That whole
18 communication level, it is just not verbal
19 communication, but technology communication. That
20 is all happening?

21 MS. MURRAY: That is part of what the \$40
22 million investment is that we need to do a much
23 better job of sharing data, both collecting the data
24 that is not on paper, and sharing the data. So we

1 need to make both, in the core systems that do the
2 transactions as well as taking those core systems
3 and having them talk to one another.

4 There is this technology strategy or
5 architecture that is kind of a bus. I am going to
6 be managing a bus that each one of the offices and
7 systems will connect up to. They will give me
8 instructions about their data and who to send it to,
9 that I can share it with this office, but not this
10 office. The law enforcement officer can share it.
11 So they will give me instructions as they put the
12 data on the bus, and I will be the bus driver or
13 kind of the postmaster handing them off their data
14 as they gave me instructions to do.

15 The way the systems currently talk, if
16 they do have interfaces, is just all point-to-point.
17 It is hard to keep track of. It is hard to
18 maintain. If something changes in one system, all
19 of those point-to-point interfaces break. It is
20 very expensive and kind of chaotic.

21 All the offices, elected offices,
22 particularly in criminal justice, we are going to
23 agree that we are going to build the bus. I am
24 going to pay the bus driver. That is one of the

1 positions, that service-oriented architecture
2 position, the architect in my budget that is new.
3 He is part of that. He or she is going to be the
4 bus driver making sure that the data gets on the bus
5 from the different systems and offices, and gets off
6 the bus in the right way.

7 That is new. We haven't had someone
8 whose job it is, every morning, to wake up and think
9 about how we share data and what is the right
10 structure and who is making sure we are sharing
11 data.

12 COMMISSIONER GORMAN: Thank you. And
13 hopefully you have better luck than with the Ventra
14 systems in collecting the fares.

15 MS. MURRAY: Maybe bus is not the one --
16 maybe postmaster.

17 COMMISSIONER GORMAN: Thank you, Lydia.

18 CHAIRMAN DALEY: Commissioner Reyes.

19 COMMISSIONER REYES: Thank you, Mr.
20 Chairman.

21 Good afternoon, Lydia. I wanted to
22 congratulate on the efforts and the fantastic work
23 that you have done in turning this group around. I
24 also wanted to mention that Frank Lee has been very

1 cooperative and very helpful in our office.

2 MS. MURRAY: Frank Lee is retiring.

3 COMMISSIONER REYES: He is going to be hard
4 to replace, I know.

5 The kinks in the telephone system --
6 are those out?

7 MS. MURRAY: The kinks -- I don't know what
8 you are referring to.

9 I am happy. I was not aware that
10 there were kinks. I will be happy to talk with you
11 after the hearing and we will make sure that the
12 kinks are removed.

13 COMMISSIONER REYES: My second question is
14 the iPads. When are we getting them?

15 MS. MURRAY: Commissioner Steele -- do you
16 have your iPad?

17 COMMISSIONER REYES: He got his.

18 MS. MURRAY: For any of the Commissioners,
19 as part of the Legistar -- the Granicus rollout -- I
20 have to print out twenty-five copies of my
21 presentation today. In next year's budget,
22 hopefully everyone will be able to pull that up
23 online and we can eliminate the cost and effort of
24 printing all of that paper.

1 So as part of that rollout, we have
2 extended iPads to any Commissioner's office -- one
3 iPad per Commissioner's office. We have the rollout
4 scheduled -- I think Commissioners Moore and Steele
5 have gotten their iPads. Check with me after here.
6 It will be this week. We can complete anyone who
7 has requested a County iPad. We will have them
8 rolled out this week.

9 COMMISSIONER REYES: Thank you.

10 CHAIRMAN DALEY: Vice Chair Sims.

11 COMMISSIONER SIMS: Mike Davis, does he
12 fall under your department?

13 MS. GIBSON: He is in the Bureau of
14 Administration, Commissioner, in the print shop in
15 the Bureau of Administration.

16 COMMISSIONER SIMS: They didn't come before
17 us?

18 MS. GIBSON: Friday morning at 9:00.

19 COMMISSIONER SIMS: This Friday coming?

20 MS. GIBSON: This past Friday.

21 COMMISSIONER SIMS: Mike didn't do his
22 presentation.

23 CHAIRMAN DALEY: The head of the Bureau
24 did.

1 COMMISSIONER SIMS: The Bureau Chief did it
2 in his stead? Usually Mike Davis does the
3 presentation to us.

4 CHAIRMAN DALEY: The Bureau Chief and then
5 we went through each department.

6 MS. GIBSON: This is an example of Mike
7 Davis' work. It looks sharp.

8 CHAIRMAN DALEY: I don't recall Mike ever
9 making a presentation. It was the Bureau Chief.

10 COMMISSIONER SIMS: I just noticed that the
11 books are getting better. I thought that was you,
12 Lydia.

13 MS. MURRAY: I will take credit.

14 CHAIRMAN DALEY: Commissioner Steele.

15 COMMISSIONER STEELE: Thank you.

16 I, too, Lydia, want to congratulate
17 you on the wonderful work that you have done to
18 change the department around. The one investment
19 that I think Commissioner Gorman was alluding to is
20 that we don't recontract for the same services we
21 got the year before. That over and over again has
22 been happening for several years.

23 I am thankful that you have been able
24 to execute the contracts and get the results that

1 you want from the contractors.

2 The one issue that I have is that the
3 wireless on this floor is sometimes interrupted. I
4 don't get wireless in my area of the floor. That is
5 the issue that I wanted to bring up to you.

6 MS. MURRAY: All right. I will definitely
7 fix that.

8 COMMISSIONER STEELE: The second question
9 -- broadband throughout the County itself. What is
10 your plan? And what is in the plan for us to have
11 broadband throughout Cook County, and particularly
12 in those areas that are underserved areas of Cook
13 County? Those who are not involved in that kind of
14 technology.

15 MS. MURRAY: The focus of the Bureau has
16 been to invest in broadband to connect the County
17 buildings first, to make sure Stroger Hospital,
18 Twenty-Sixth and California are on super high-speed
19 connections.

20 As I mentioned, next year we are
21 looking at 2014 at Provident and Oak Forest and
22 Maywood, connecting the courthouse there.

23 In the process of delivering this
24 fiber to our facilities, we are partnering with

1 organizations like SSMMA. They are actually doing
2 the work to get down to Oak Forest and putting in
3 the fiber that we are purchasing. They are actually
4 going to be doing the construction work.

5 SSMMA is putting in fiber throughout
6 the south suburbs, not only for public institutions,
7 but I believe they have plans to do underserved
8 commercial and residential.

9 So with our dollars partnering -- the
10 biggest cost of broadband fiber is digging up the
11 road. If we are sharing the cost on doing that, and
12 we are paying a portion of it to get down to Oak
13 Forest, it makes it cheaper for them to put in the
14 fiber. The fiber is the little strands. That is
15 the cheapest part of the equation. It helps them
16 lower their overall investment costs to then be able
17 to serve the residents and commercials.

18 We don't have plans right now at the
19 County for providing those services, but we are
20 looking at where do we partner with groups like
21 SSMMA to lower their costs. We are building out to
22 Oak Forest anyway, so we would like to.

23 Also, we are in talks with Gigabit
24 Squared. You may be familiar with Gigabit Squared.

1 They are an organization, a nonprofit organization
2 that has gotten State funding. They have partnered
3 with the University of Chicago. They are trying to
4 bring high-speed fiber to the mid-south
5 neighborhoods -- Hyde Park, Woodlawn, those
6 neighborhoods.

7 We are talking about how do we get
8 down to the Woodlawn Clinic where we would like to
9 bring fiber. We can partner, dig up the road, share
10 the cost of that, and help bring broadband to those
11 neighborhoods there, and to the residents and
12 businesses. I am interested in Woodlawn Clinic.

13 So, there are opportunities to do
14 that, but we don't have currently plans where we are
15 going to be directly providing to commercials or
16 residential properties.

17 There are other organizations that are
18 dedicated to that, like SSMMA or Gigabit Squared.
19 We are interested in partnering with them.

20 COMMISSIONER STEELE: I just want to say
21 "thank you". Also, Andrea, at the Stroger Hospital
22 campus, IMD was able to partner with you on that.
23 That is a great partnership.

24 MS. MURRAY: The Illinois Medical District,

1 they have been partnering with us on getting to
2 Stroger.

3 COMMISSIONER STEELE: That is the Illinois
4 Medical District. You said to identify the
5 acronyms. So thank you for your hard work on those
6 areas, and we appreciate your services.

7 CHAIRMAN DALEY: Commissioner Suffredin.

8 COMMISSIONER SUFFREDIN: Thank you, Mr.
9 Chairman, and ladies and gentlemen of the Board.

10 Ms. Murray, are we planning Wi-Fi in
11 our public buildings?

12 MS. MURRAY: We are. It is hard to put up
13 Wi-Fi if the core isn't very fast. The focus has
14 been on the core getting the high-speed fiber to
15 Maywood, to Twenty-Sixth and California, etcetera.
16 Then it is easy to put up the Wi-Fi to connect to
17 those. It is harder to put up Wi-Fi first without a
18 backbone that it needs to tie to.

19 We have been focused on the backbone.
20 We do have a little bit of money to do some
21 expansion of Wi-Fi, but the focus really in 2014 is
22 making sure our backbone is stronger.

23 COMMISSIONER SUFFREDIN: We are talking
24 about the buildings that are under our control; the

1 hospital buildings and the courthouses?

2 MS. MURRAY: Correct.

3 COMMISSIONER SUFFREDIN: Thank you.

4 CHAIRMAN DALEY: Commissioner Murphy, did
5 you have a follow-up?

6 COMMISSIONER MURPHY: Thank you.

7 You said you worked with SSMMA. Have
8 you worked with the Southwest Suburban Mayors and
9 Managers as well?

10 MS. MURRAY: I have not.

11 COMMISSIONER MURPHY: That takes in the
12 Bridgeview courthouse area. There is some hospitals
13 and schools and everything out there, too. I know
14 in the east end of my District they are doing a
15 great job with the broadband. But the Southwest
16 Suburban Mayors and Managers -- Jerry Bennett is the
17 Chairman of that organization.

18 CHAIRMAN DALEY: She will provide you with
19 that information.

20 Commissioner, if you can provide her
21 with the information.

22 COMMISSIONER MURPHY: I will give you the
23 information.

24 CHAIRMAN DALEY: Commissioner Gorman.

1 COMMISSIONER GORMAN: Just real quick.

2 You mentioned broadband within Cook
3 County, and Commissioner Suffredin said Wi-Fi. Is
4 that a network?

5 MS. MURRAY: It is a network. Broadband
6 fiber is under the ground. It has high speed. It
7 is like one hundred gigabits per second. It is
8 super high speed. Wi-Fi goes through the air. It
9 is connected, and ultimately it is connected to
10 somewhere that needs to be connected to the fiber
11 that goes underground.

12 COMMISSIONER GORMAN: So you need a
13 connection?

14 MS. MURRAY: Yes.

15 COMMISSIONER GORMAN: That is all one and
16 the same?

17 MS. MURRAY: You add on Wi-Fi once you have
18 the core fiber.

19 COMMISSIONER GORMAN: I noticed in the
20 Board Room we didn't have this connection before,
21 with the phones, not a communication, but any type
22 of technology, even with the iPads. That is going
23 to be something better now as a result of this
24 broadband and Wi-Fi?

1 MS. MURRAY: We have spent in 2013 our
2 dollars on strengthening the core and strengthening
3 the pipe that we have to the Internet and the
4 connections among all of the buildings, and the sort
5 of downtown core locations as well as at Stroger
6 Hospital. And because we have strengthened those
7 cores, it is easier to put the Wi-Fi on to connect
8 to that architecture.

9 The plan for next year is to help the
10 fringe, which is Maywood, things that get further
11 out -- Provident, Oak Forest -- to really strengthen
12 and have those high-speed connections to the fringe.

13 COMMISSIONER GORMAN: Thank you very much.

14 CHAIRMAN DALEY: Vice Chair Sims.

15 COMMISSIONER SIMS: Are we using the cloud
16 for storage?

17 MS. MURRAY: Yes. The cloud is really data
18 storage that is not onsite. We have data centers.
19 A couple of things that we are trying to do in 2013
20 is that we have lots of servers and sort of mini
21 data servers all throughout the County. We are
22 trying to consolidate that, where possible, and make
23 sure it is in one secure data center. For instance,
24 we had an outage in the JTDC data center, in the

1 basement. We are working to move those servers onto
2 the seventh floor here. We need to get a connection
3 to the JTDC to move those servers so they are not as
4 far away.

5 The couple of projects that we have
6 going on for cloud are the Medical Examiner's
7 system. All of their data will be in the cloud,
8 with the new system they are implementing. Most of
9 the technology is moving towards the cloud. It is
10 more of a commodity to get the kind of server and
11 data needs that you have. I want to be out of the
12 business of knowing what the air conditioning is
13 doing -- is it cool enough for these servers?

14 That really doesn't add value to me
15 thinking about the strategic vision of where
16 technology needs to be in the County. I would
17 rather buy that from a cloud provider.

18 We are moving everyone's email to the
19 cloud. That is for a couple of reasons. One is
20 mobility. You are going to be able to access a lot
21 even easier from lots of different devices and
22 without us paying lots of licensing fees that we
23 would have to under the old contract.

24 Again, I don't want to support email

1 servers. I will pay Microsoft to do that. Email is
2 going to the cloud this year.

3 In all of our contracts that we are
4 putting out, we are asking vendors, tell us how much
5 it will be to buy this in the cloud and tell us how
6 much it will be if I have to buy servers other than
7 run it myself.

8 As long as the security is there, and
9 we feel like it is a good partner, I would like to
10 be moving towards cloud partnerships.

11 COMMISSIONER SIMS: I like the cloud
12 because if you lose your data you can always go to
13 the cloud and retrieve it.

14 MS. MURRAY: The backup and security and
15 from a DR perspective there are so many advantages.
16 Right now email is kept onsite. We have to try to
17 figure out how do we back it up. If there is a
18 disaster, do we move everybody's email, copy it and
19 put it somewhere else? Once we move this year to
20 the cloud -- Microsoft has facilities at the same
21 time that they are going to be backing it up in
22 Arizona and here. So the DR piece of being in the
23 cloud, we are buying that. We are going to get that
24 built-in, and it is not going to cost us more.

1 DR is a disaster recovery, when there
2 is a disaster and the servers go out.

3 COMMISSIONER SIMS: If it is in the cloud,
4 you don't worry about it.

5 MS. MURRAY: If it is in the cloud, I don't
6 have to worry about it, right.

7 CHAIRMAN DALEY: Are there any other
8 questions?

9 Thank you very much.

10 Commissioners, I wasn't sure what you
11 wanted to do. We have remaining today the Veterans
12 Commission, the Department of Human Rights, and the
13 County Board.

14 Commissioners, do you want to take a
15 break or do you want to continue?

16 This Committee will recess until 1:30.

I certify that the foregoing is a correct transcript of the original shorthand notes of proceedings in the above-entitled matter.

Anthony W. Lisanti
Official Court Reporter

Date